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Influence of working ability, Motivation, Work Culture on Job Satisfaction and Job Performance of Civil Servants in South Sulawesi

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Abstract : This research purposes to analyze the effect of work Ability, Motivation, Work Culture on Job Satisfaction and Job Performance of Civil Servants in South Sulawesi. This research data collection time to answer the question (cross-sectional) which is a research one particular time by using many respondents by distributing questionnaires. The study was determined by six districts / municipalities, namely Kota Makassar, Kota Parepare, Kota Palopo representing big cities in South Sulawesi Province, and Bone District, Barru Regency and Gowa Regency representing regencies in South Sulawesi. This study was conducted in South Sulawesi with object in this study is a Civil Servant (PNS) SKPD has Echelon III (three) and IV (four), expected in early determination of a sample of 200 respondents using the formula Slovin. The analytical tool used is Structural Equation Model (SEM). Based on the model of the relationship between variables path diagram of this study, the test this hypothesis using PLS (Partial Least Square) is the least squares analysis. The study found that workplace culture has a positive and significant impact on job satisfaction. Work culture has a positive and significant influence on employee performance. Working ability have positive but not significant effect to employee job satisfaction, work ability does not have significant effect to employee performance. Job satisfaction has a positive and significant impact on work performance. Motivation affects positively and significantly to job satisfaction, and motivation have positive and significant effect to employee performance. Work culture has a positive and significant impact on work performance mediated by employee job satisfaction. The ability work a positive and significant effect on work performance through employee satisfaction and motivation positive and significant impact on the performance of employee job satisfaction mediated by civil servants in the South Sulawesi.

Keywords: work Ability, Motivation, Work Culture on Job Satisfaction and Job Performance of civil servants in the South Sulawesi

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I. Preliminary

In order to realize the success of State development, it is important to undertake serious civil service reform in Indonesia. Realizing that good governance should be accompanied by efforts to reorganize the human resources of the government apparatus systematically and seriously. Management activities of the greatest role in the smooth organization is in the field of human resource management. The management of human resources is influenced by many things, in addition to the quality of human resources, the systems that exist in the organization, work procedures, involvement or participation is one factor that gives effect to organizational effectiveness (Robbins and Judge, 2008).

To effectively manage human resources includes all activities that the company uses to influence the competence, behavior, and motivation of everyone working for the company, as it affects profitability, customer satisfaction, and critical measurements for corporate effectiveness (Jakson, Schuler, Werner, 2010). According to Mc. Gregor (Robbins and Timothy, 2008) states that people work to develop expertise and utilize the skills towards the needs of the organization. The thing to realize is that human beings work to bring along a set of desires, needs, basics and past experiences that come together in the form of work expectations.

Job satisfaction is the result of a wide range of attitudes (*attitude*) owned by an employee. Job satisfaction itself is a variable backed by trust factors in the organization. Job satisfaction by Kreitner and Kinicki (2014) is "An effectiveness or emotional response to aspects of work". Job satisfaction refers to an individual's attitude toward work. In relation to the vision and strategy of government organizations as public service organizations, the employee job satisfaction research needs to be done because employee job satisfaction has an important role and can contribute to the effectiveness of the strategy itself. For example, a disgruntled employee can be prevented from decreasing performance by various control mechanisms (eg, measurement of

objectives or standards, supervisory pressure), and even extensive job satisfaction leads to a strike or sabotage that will decrease organizational effectiveness. Implications of job satisfaction is often associated with an increase in the performance of individual workers, organizational performance, the turnover rate (*turnover*) and work absenteeism (*absenteeism*).

According Hasibuan (2013) Job performance is a result of work achieved in executing the tasks assigned to them based on skills, experience, and determination as well as the time. Job performance is a concept that shows the relationship between work with time units and work procedures and work methods that have been set before. As an important factor that needs assessment in this study include the level of satisfaction and employees' performance in relation to motivation, ability and work culture is a form of reward of a good relationship between the employees and the company that aims to encourage or stimulate employees to work better.

Robbins and Judge (2008) state that Work Ability refers to one's capacity in performing various tasks in a job. One of the procedures that should be performed by the employee is *training* or job training. Ability is an awareness that exists in the individual who is truly powerful and effective in completing his work, so as to obtain optimal results.

The analysis of motivation should focus on the factors that drive (motivate) and direct one's activities. Motivation relates to how the behavior begins, is powered, supported, directed, stopped, and the subjective reactions that exist within the organization when it is in progress. Employee motivation will be satisfied, if the company pay attention to factors that can encourage the employee feel satisfied.

Organizations that have a strong culture will certainly be members of highly motivated and committed individuals, and a strong work culture is an effective and efficient tool for human behavior control. Strong culture has a greater impact on the behavior of employees and more directly linked to the reduction of the level of discharge of employees (Robbins and Judge, 2008).

A preliminary study conducted by interviewing several apparatuses in Makassar and Bone city shows that job satisfaction is still less than optimal, as evidenced by the complaints from employees stating that there are still echelon III and IV officials who are still concerned his personal and group needs rather than the interests of the organization, still exist between the structural officials and the staff who became a sort of cultivation and the use of official transportation facilities handed over to those close to "influential" structural officials.

The number of complaints in managing the fate of personnel is often hampered by the elements that complicate the process of completion, unequal job division marked the differentiation of educational strata resulting in the attitude of ignorance for those who are not given a job, career coaching for staff with rank / high class and has the potential do not get the appropriate position. These complaints can not simply be ignored because they concern the assessment of the survival of the organization. Therefore, to improve the form of job satisfaction, it is necessary to improve the quality of leadership, motivation and work performance towards the improvement of personnel system. The above opinions have given the idea that the Civil Servant is any Indonesian citizen who has met the prescribed requirements, appointed by the authorized official and assigned the duty in a public office, or assigned to other state duties and remunerated under the laws and regulations apply.

Based on the above, this research needs to be done because it will assess the work ability, work motivation, work culture, which is associated with job satisfaction and job performance. Enhancing job satisfaction and job performance on government officials is essential for the improvement of their performance this case because the contribution of services to the public authorities to the very large.

II. Research methods

Research Design

The use of causal research design is to provide empirical evidence as well as analyze the ability, motivation, and work culture as an independent variable on the dependent variable job performance and job satisfaction as an intervening variable. This research data collection time to answer the question (*cross-sectional*) which is a research one particular time by using many respondents (have now, 2011).

Types and Data Sources

There are two kinds of data in this research, that primary data and secondary data. Primary data in this study is the response of civil servants SKPD who have Echelon III (three) and IV (four) in all districts of the city in South Sulawesi related to research data needed for analysis needs. All types of primary data required in this study were obtained through the use of structured questionnaire instruments. Secondary data from this study is all the data obtained through documentation from official sources such as the SKPD residing in the research area.

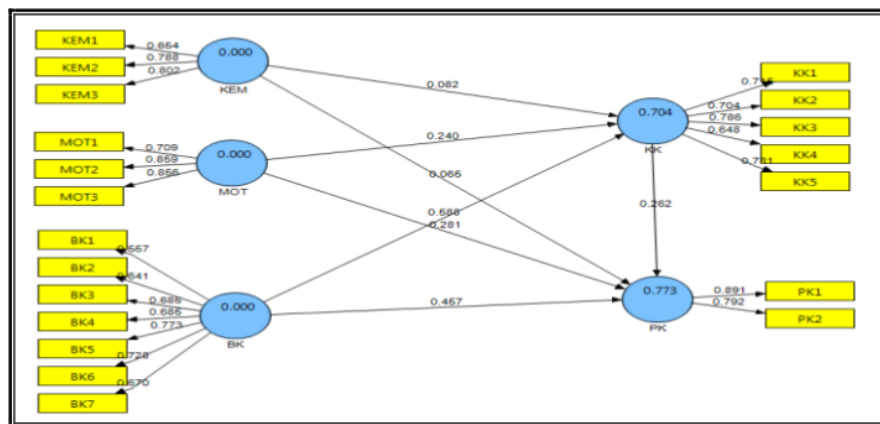
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Data analysis

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In accordance with the formulation of the problem and research objectives, then to explain the problem in this research analysis tools in use is the *Structural Equation Model (SEM)*. Structural Equation Modeling or *Structural Equation Model (SEM)* is a statistical techniques that allow testing of a range of relatively complex relationships simultaneously. Such a *Structural Equation Model* has been widely known in the social studies through various names, among others: *causal modeling*, *causal analysis*, *simultaneous equation modeling* or *analysis of covariance structure*. Based on the model of the relationship between variables path diagram of this study, the test this hypothesis using *PLS (Partial Least Square)* is the least squares analysis. PLS is a regression-based technique rooted in path analysis. (Ghozali, 2008).

This research consists of 5 (five) latent variables, namely: work ability (X1), work motivation (X2), work culture (X3), job satisfaction (Y1), and work performance (Y2). Overall there are 20 (twenty) indicators and latent variables with *first-order factor*. The result of analysis is processed by using component based SEM with PLS program (Partial Least Square). The model results when processed using a *component-based SEM with Smart PLS software* are This refers to the *discriminant validity*, *convergent validity*, and *composite reliability*. The overall results of the research model after processed using SEM with Smart software check PLS can be seen in Figure 7:



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Once the model is estimated meet the criteria of *convergent validity* and *discriminant validity*, subsequent testing structural models (*inner model*). Inner assess the model is the relationship between latent constructs to see the results of parameter estimation path coefficients and the level of significance (Ghozali, 2008). This estimation result is evaluated by using T-statistic test obtained by bootstrapping procedure.

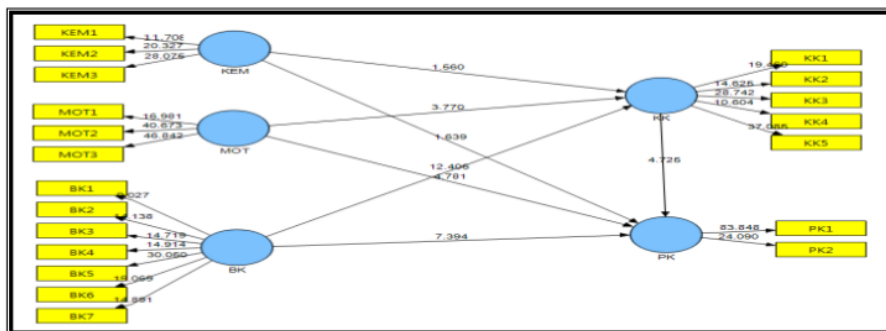


Figure 13. Bootstrapping Research Model

In this study, the structural model was evaluated by observing the R-square (R²) and Q² (*Relevance predictive model*). Q² (*Relevance predictive models*) which measures how well the observed values generated by the model. Q² is based on the coefficient of determination (R²) of all endogenous variables. Q² has a value with a range of 0 < Q² < 1, the closer to the value of 1 means the model is getting better.

Value goodness of fit (R-Square)

Influence	To	R Square
Work Culture (BK)	Job Satisfaction (KK)	0.703706
Working Capability (KEM)		
Work Motivation (MOT)		
Work Culture (BK)	Work Achievement (PK)	0.773250
Working Capability (KEM)		
Work Motivation (MOT)		

Source: PLS processed products, 2017

The table above shows that the coefficient of determination (R-square) obtained from the variable model of Work Culture, Work Ability, and Work Motivation on Job Satisfaction variable of 0.703 so that can explain that job satisfaction variable can be explained by Work Culture, Work Ability, and Work Motivation of 70.3% and the remaining 29.7% is influenced by other variables outside the research. The coefficient of determination (R-square) obtained from the variable model of Work Culture, Work Ability, and Work Motivation to Job Performance variable of 0.773 so that can explain that job satisfaction variable can be explained by Work Culture, Work Ability, and Work Motivation variables 77, 3% and the remaining 22.7% influenced by other outside variabel research.

Based on the results of calculation of Q^2 above shows that the *predictive* value of 0.933 *relevance*. This can mean that the accuracy or accuracy of this research model can explain the diversity of Work Culture, Work Ability, and Work Motivation to Job Satisfaction variable and Job Performance of 93.3%. The remaining 6.7% is explained by other variables not found in this research model. Therefore the model is said to be good or the model is said to have a good estimation value. The value of Q^2 formed has an excellent accuracy or precision model because the resulting value is 93.3%. Thus, to further the model can digun going to test the hypothesis.

Here is a summary of hypothesis testing of indirect influence (mediation) as presented in the following table.

Table. Results of Path Coefficient and Hypothesis Testing
Direct and Indirect Influence

Exogenous Variables	Mediation Variables	Endogen Variables	Coefficient Path	T Statistics > 1.96	Decision
Work Culture		Job satisfaction	0.588	12406	Significant
Work Culture		Work performance	0.457	7,399	Significant
Work ability		Job satisfaction	0.082	1.560	Not significant
Work ability		Work performance	0.065	1.639	Not significant
Job satisfaction		Work performance	0.262	4,725	Significant
Work motivation		Job satisfaction	0.240	3.770	Significant
Work motivation		Work performance	0.281	4.781	Significant
Work Culture	Job satisfaction	Work performance	0.740	4,725	Significant
Work ability	Job satisfaction	Work performance	0.103	4,725	Significant
Work motivation	Job satisfaction	Work performance	0.303	4,725	Significant

Source: PLS processed products, 2017

Influence on job satisfaction workability

Descriptive analysis in Table 18 shows that the ability to work as reflected by the ability of the administration. These results explain that civil servants SKPD Echelon III (three) and IV (four) have had the administrative ability in achieving job satisfaction and performance assigned to them. These administrative capabilities are supported by their ability to use their tools, knowledge, technical skills, and experience in

solving problems related to the activities that are responsible to the organizations in which they work. In other words, they have been able to comply to follow effective policy and procedure plans and develop them. These results are consistent with acyl h confirmatory factor analysis in Table 18 shows the important factors or variables reflecting the dominant work ability is the ability of the conceptual value of 0.8 c₁₀ loading 02. This indicator has a dominant contribution of 8 0.2% to reflect variaber work ability. The results of this study confirm that the ability of administration is a determining factor in measuring the ability of civil servants. The test results prove that the ability to work and not significant positive eff₇ on job satisfaction. Based on these results, we can conclude that the higher the ability to work then do not have a significant impact on job satisfaction. Path coefficient values with the positive direction due to the civil servants Eseleon SKPD III and IV in South Sulawesi realize that with high workability can create job satisfaction is also high. Empirical evidence shows that the ability of civil servants working SKPD Eseleon III and IV in South Sulawesi by respondents in Table 5 are in a good category is shown with a mean value of 4.48 (Good or high which leads to the agreed statement) so that it can be stated that based on the responses of respondents, HR competencies to job satisfaction in the high category even lead to the creation of high workability.

Effect of Motivation on Job satisfaction

Descriptive analysis of variables with value (*mean*) is the highest indicator of achievement needs. This provides an overview with employee motivation should have a sense that working well is a need for achievement means that employees want to be able to participate in every activity in the organization and with good work will make them excel in instansinya so that craftsmen will be motivated in improving its performance .

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In contrast to the results of the descriptive analysis, the outer measurements of the highest loading indicator variable is need for power that has contributed in variab reflect el motivation to work. These results confirm that if employees need help in completing the work, the influence and power that earned from hard work, the help of co-workers are always ready to give, and to finish his work quickly then the employee will get job satisfaction and impact on performance. This indicator has a dominant contribution of 8 5.9% to reflect variable work motivation.

Empirical evidence shows that civil servants work motivation SKPD Eseleon III and IV in South Sulawesi in Table 6 is based on the responses of respondents are in a good category is shown with a mean value of 4.31 (good or high which leads to the agreed statement) so that it can be stated that based on feedback respondents, motivation on job satisfaction in the high category even lead to the creation of high motivation.

Influence Work culture Against Job satisfaction

Descriptive analysis of variables values (*mean*) showed that the highest indicators of innovation and risk-taking and an indicator of a team orientation is a reflection of the work culture variable. This means that risk-taking is a characteristic of every employee that showed its innovation in carrying out their work activities optimally. Moreover, it can be explained also that the orientation of the work team or group in priority, it has been as it should be done, which means that in completing the work, in collaboration with colleagues both vertically and horizontally already done responsibly.

In line with descriptive analysis, the confirmatory factor analysis indicates that the important or dominant factor reflecting work culture variables is team orientation which means that this indicator contributes to reflect the highest and highest work culture variables compared to other work culture indicators. This may confirm that the occurrence of the work culture of the agency in which the respondent works is very influenced by the team's orientation they make in making decisions in accordance with the responsibilities and authority possessed by the employees so as to be able to do the job well and produce work with optimal results.

Empirical evidence indicates that employment culture based on employee responses is in good or high category is indicated by the mean value of the cultural dimension of work variables of 4.26 (both and leads to expressions), so it can be stated that based on employee responses, the work culture is in the category which even leads to the creation of an excellent work culture. Hypothesis testing results prove that the work culture positive and significant effect on job satisfaction PNS SKPD Eseleon III and IV in South Sulawesi, so d apat concluded that improvement of work culture towards a higher direction of positively and significantly to increased job satisfaction High employee.

Influence To Work Ability Job Performance.

Working ability is a condition of the ability of employees in carrying out the task of achieving organizational goals. Ability of work owned by PNS SKPD Eseleon III and IV in South Sulawesi in working together with the leadership and with relatives working to maintain a work environment that makes them feel more secure in the work.

Descriptive analysis showed that the ability to work as reflected by the ability of the administration. These results explain that civil servants SKPD Echelon III (three) and IV (four) have had the administrative ability in achieving job satisfaction and performance assigned to them. These administrative capabilities are supported by their ability to use their tools, knowledge, technical skills, and experience in solving problems related to the activities that are responsible to the organizations they work for. In other words, they have been able to comply to follow effective policy and procedure plans and develop them. These results are consistent with acyl h confirmatory factor analysis in Table 18 shows that an important or dominant factor that reflects the work capability variable is conceptual ability with a value 10.8 outer loading 02. This indicator has a dominant contribution of 8 0.2% to reflect variaber of work ability. The results of this study confirm that the administrative capacity is a decisive factor in assessing the ability of civil servants work.

Influence on the performance of work ability can be proved by the path coefficient values with the positive direction. Coefficients marked positive effect implies that high workability affect the level of performance. The test results prove that the ability to work and not significant positive effect on job performance. Based on these results, we can conclude that the higher the ability to work then there is a real impact on performance. Path coefficient values with the positive direction due to the civil servants Eseleon SKPD III and IV in South Sulawesi realize that with high workability can create a high performance as well.

Empirical evidence in Table 5 shows that the ability to work PNS SKPD Eseleon III and IV in South Sulawesi by respondents are in good category (good or high which leads to the declaration agree) so that it can be stated that based on the responses of respondents, HR competencies to job satisfaction in a high category even lead to the creation of high workability.

Effect of Motivation on Job Performance

Work motivation of civil servants SKPD Eseleon III and IV in South Sulawesi is seen to have high work morale, this is reflected in their daily activities that always do work activities although in terms of fulfillment there are still some employees who say still less able to be met but because of their work motivation they keep the spirit to run its activities.

The result of descriptive analysis indicates that the value (*mean*) is the highest indicator of achievement needs. This provides an overview with employee motivation should have a sense that working well is a need for achievement means that employees want to be able to participate in every activity in the organization and with good work will make them excel in instansinya so that craftsmen will be motivated in improving its performance .

In contrast to the results of the descriptive analysis, the outer measurements of the highest loading indicator variable is need for power that has contributed in variab reflect el motivation to work. These results confirm that if employees need help in completing the work, the influence and power that earned from hard work, the help of co-workers are always ready to give, and to finish his work quickly then the employee will get job satisfaction and impact on performance. This indicator has a dominant contribution of 8 to 6.3% to reflect variabe l work motivation.

Empirical evidence in Table 6 shows that the work motivation of civil servants III and IV Eseleon SKPD in South Sulawesi by respondents to be in a good category is shown with a mean value of 4.31 (good or high which leads to the agreed statement) so that it can be stated that based on feedback respondents, motivation on job satisfaction in the high category even lead to the creation of high motivation.

Effect of Work Culture to Job Performance

Work culture is reflected habits of everyday behavior related to the prevailing manners and decorum in the workplace.

Descriptive analysis team orientation is a reflection of the work culture variable ri every employee who showed its innovation in carrying out their work activities optimally. Moreover, it can be explained also that the orientation of the work team or group in priority, it has been as it should be done, which means that in completing the work, in collaboration with colleagues both vertically and horizontally already done responsibly.

In line with the descriptive analysis It can be confirmed that the occurrence of work culture of the institution where the respondent works very influenced by the team's orientation they make in making decisions in accordance with the responsibilities and authority possessed by the employees so as to be able to do the job well and produce work with optimal results.

Empirical evidence indicates that employment culture based on employee responses is in good or high category is indicated by the mean value of the cultural dimension of work variables of 4.26 (both and leads to expressions), so it can be stated that based on employee responses, the work culture is in the category good even lead penciptaa n excellent work culture.

Against Influence Job Satisfaction to Job Performance

Job satisfaction is a pleasant emotional attitude and loves her job, where this attitude is reflected by work morale, discipline, and work performance. According to the benchmark level of satisfaction that absolutely nothing, because every individual is different employee satisfaction standards.

The result of descriptive analysis shows that job satisfaction which is reflected by the dimensions of the work discipline on the importance of labor discipline in the respective agencies. According to respondents, one of the main factors needed as a warning tool for civil servants who do not want to change the nature and behavior is discipline, because without good discipline, it is difficult for the agency where they work to achieve optimal results. Discipline in the works owned by employees will support the work done by them and have the creativity to finish the job, meaning that in implementation of employee discipline has been shown properly, but still required a high effort from them to create a high work discipline and ultimately impact on improving their work performance.

Supports the results of the descriptive analysis, the loading on the variable outer measurement of job satisfaction, the highest indicator variable is the discipline of work that has contributed in variable reflect job satisfaction and outer loading value of 0.786. These results confirm that the employee discipline that occurs in the workplace agencies can foster job satisfaction and impact on performance. This indicator has a dominant contribution of 78.6% to reflect variable job satisfaction.

Ability influence of an employment effect on job performance through job satisfaction

Based on hypothesis testing and examination results that have been conducted to determine the value of the indirect effect (mediation *job satisfaction*) that increased job performance can be done directly, even without the help of *job satisfaction* as pemediasi in explaining the effect of the ability to work on the performance of civil servants Eseleon SKPD III and IV in South Sulawesi, that *job satisfaction* is based on the principle pemediasi in explaining these effects.

These results explain that *job satisfaction* is significantly act as pemediasi in explaining the effect of the ability to work on work performance. Based on the results of the examination to determine the type of pemediasi then *job satisfaction* variables in the research model said as a mediating variable. This means that the ability to work real impact on work performance, ability to work a significant effect on *job satisfaction*, and the *capacity of work* significant influence on job performance so well with no *Atua* whether mediation *job satisfaction*, ability to work directly and indirectly can give real effect to increase work performance.

Influence Achievement Motivation To work mediated by job satisfaction.

Based on hypothesis testing and examination results that have been conducted to determine the value of the indirect effect (mediation *job satisfaction*) that increased job performance can be done directly, even without the help of *job satisfaction* as pemediasi in explaining the effect of work motivation on work performance of civil servants SKPD Eseleon III and IV in South Sulawesi, that *job satisfaction* is based on the principle is pemediasi in explaining these effects.

These results explain that *job satisfaction* is significantly act as pemediasi in explaining the effect of work motivation on work performance. Based on the results of the examination to determine the type of pemediasi then the variable of *job satisfaction* in the research model is said to be as a mediating variable. This means that work motivation significantly affect job performance, work motivation significant effect on *job satisfaction* and *job satisfaction* significant influence on job performance so well with or without the mediation of *job satisfaction*, motivation to work directly and indirectly can give real effect to increase work performance.

Pengaruh work culture To Job performance through job satisfaction.

Based on hypothesis testing and examination results that have been conducted to determine the value of the indirect effect (mediation *job satisfaction*) that increased job performance can be done directly, even without the help of *job satisfaction* as pemediasi in explaining the cultural influence of the work on the performance of civil servants SKPD Eseleon III and IV in South Sulawesi, that *job satisfaction* is based on the principle is pemediasi in explaining these effects.

This proves that the role of *job satisfaction* is not important on the competency of the results make it clear that *job satisfaction* is significantly act as pemediasi in explaining the work culture influence on work performance. Based on the results of the examination to determine the type of pemediasi then the variable of *job satisfaction* in the research model is said to be as a mediating variable. That is the work culture significantly affect job performance, work culture significant effect on *job satisfaction* and *job satisfaction* significant influence on job performance so well with or without the mediation of *job satisfaction*, workplace culture directly and indirectly can give real effect to increase work performance.

III. Conclusion

Based on the results of the discussion that has been done in the previous section, then in general are positive direct effect and no significant ability to work with indicators of interaction capability, conceptual ability, and the ability of the administration to the satisfaction of working on the PNS SKPD Eseleon III and IV in South Sulawesi. There is a positive and significant direct influence work motivation and achievement needs, power needs, and the needs of affiliated to the satisfaction of working on the PNS SKPD Eseleon III and IV in South Sulawesi. There is a positive and significant direct influence on the culture of work with indicators of innovation and risk taking, attention to detail, output orientation, people orientation, team orientation, aggressiveness, and stability to the satisfaction of working on the PNS SKPD Eseleon III and IV in South Sulawesi. There is a direct effect of the positive and not significant ability to work with indicators of interaction capability, the ability of the conceptual and administrative capacity for work performance on the PNS SKPD Eseleon III and IV in South Sulawesi. There is a positive and significant direct influence work motivation and achievement needs, power needs, and the needs of affiliated for work performance on the PNS SKPD Eseleon III and IV in South Sulawesi. There is a positive and significant direct influence on the culture of work with indicators of innovation and risk taking, attention to detail, output orientation, people orientation, team orientation, aggressiveness, and stability on the performance of the civil servants Eseleon SKPD III and IV in South Sulawesi. There is a positive and significant direct effect on job satisfaction and indicators of absenteeism, employee turnover rate, work discipline, loyalty, and conflict in the workplace for work performance on the PNS SKPD Eseleon III and IV in South Sulawesi. There is an indirect positive effect and significant variables on the performance of work ability through job satisfaction variables as mediasi on the PNS SKPD Eseleon III and IV in South Sulawesi. There is an indirect positive effect and significant variables on the performance of work motivation through job satisfaction variables as mediasi on the PNS SKPD Eseleon III and IV in South Sulawesi. There is an indirect positive effect and significant cultural variables on the performance of work through job satisfaction variables as mediasi on the PNS SKPD Eseleon III and IV in South Sulawesi.

IV. Suggestion

Suggested to PNS SKPD Eseleon III and IV in South Sulawesi to always have a great desire to improve the ability of the administration as indicator of the ability of administration of variable working ability have the dominant contribution or considered important in reflecting the variable workability although variable workability effect is not significant to kepusan work and work performance.

Suggested to PNS SKPD Eseleon III and IV in South Sulawesi in order to motivate each other in order to further excel and achieve high position or power to be able to enjoy the material benefits, social respect, and obedience which in turn can increase job satisfaction and work performance, k arena indicators of need excel and power requirements of work motivation variable give the most influence on job satisfaction and work performance.

Suggested to PNS SKPD Eseleon III and IV in South Sulawesi to always innovate to finish the job and take risks for such innovations, and it is important to engage in any activities of organizational work carried out in the form of work teams, k arena Indicators of innovation and risk-taking, as well as the orientation of the team work culture variable give the most influence on job satisfaction and work performance.

Suggested to PNS SKPD Eseleon III and IV in South Sulawesi to improve labor discipline in completing the work and with full responsibility, because the work disiplin indicator of job satisfaction variables provide the most impact on performance.

Suggested to PNS SKPD Eseleon III and IV in South Sulawesi to always work in accordance with the objectives set forth in improving its performance, k arena target indicators employee has had a dominant or deemed important contribution of variable performance.

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