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THE INFLUENCE OF INDIVIDUAL CHARACTERISTICS, AND LEADERSHIP, THROUGH WORK MOTIVATION AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE OF EAST KALIMANTAN FORESTRY AGENCY OFFICE

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Keywords :

Individual Characteristics, Leadership, Work Motivation, Job satisfaction, and Employee Performance

ABSTRACT

Knowledge or idea about the employee performance of Forestry Agency Office of East Kalimantan Province and the factors that contribute to employee performance improvement are needed to achieve independence, productivity and professionalism of employees as agents of the public service in the management of forest resources in East Kalimantan Province.

This study aims to prove and analyze the influence of individual characteristics and leadership through work motivation and job satisfaction on employee performance of East Kalimantan Forestry Agency Office.

Results of the analysis of research data using quantitative techniques, with the analytical techniques of Structural Equation Modeling (SEM) with the help of a computer program AMOS version 20.0 show that (1). Characteristics of individual employees give positive and significant effect on the employee work motivation; (2). Characteristics of individual employees do not affect significantly on the job satisfaction of employees; (3). Characteristics of individual employees give positive and significant effect on the employee performance; (4). Leadership gives positive and significant effect on the employee motivation; (5). Leadership gives positive and significant effect on the job satisfaction of employees; (6). Leadership does not affect significantly on the employee performance; (7). Work motivation gives positive and significant effect on the job satisfaction of employees; (8). Work motivation gives positive and significant effect on the employee performance; and (9). Job satisfaction gives positive and significant effect on the employee performance.

INTRODUCTION

Efforts to build related organizations to the performance of employees, the support of members of the organization is required. Good organization member support is needed especially in terms of job satisfaction, work motivation, individual characteristics, and leadership.

Performance often called performance is also called result (Cash and Fisher, 1987) which means what has been produced by individual employees. Another term is human output that can be measured from productivity, absence, turnover, citizenship, and satisfaction (Robbins, 2002: 27). Performance in individuals is also called job performance, work outcome, task performance (Baron and Greenberg, 1990).

According to Gomes (2003), there are three important qualifications for the development of objectively measurable performance criteria, namely (1). Relevancy, indicating the level of conformity between criteria and job performance goals; (2). Reliability, indicating the level of criteria yielding consistent results; and (3). Discrimination, showing the degree to which a work performance criterion can show differences in the level of work performance.

Based on some existing views and theories, the operationalization of performance variables in this study is measured by process-oriented dimensions (Ratminto and Winarsih, 1996: 179), namely: Responsiveness, Responsibility, Accountability, Adaptability, Sustainability, Transparency and Empathy.

Job satisfaction is the degree to which the individual's feelings positively or negatively respond to his work, as well as an attitude or emotional response to a situation, both physically and socially from his workplace. Job satisfaction is a positive expression or attitude to a favorable state in workplace conditions, which is a feeling that results in the fulfillment of emotional pleasure from workplace outcomes (Gibson, 1997).

Iqbaria and Guimaraes (1993), states that there are five components of job satisfaction: (a). Satisfaction with the work itself (work it self), (b). Satisfaction with supervision (c). Satisfaction with co-workers, (d). Satisfaction with wages (pay), and (e). satisfaction to promotional opportunities (promotion opportunities). Mathis and Jackson (2000) stated that "job satisfaction is a positive emotional state resulting in evaluating one's job experience".

The indicators for measuring employee satisfaction variables in this study were adopted from Iqbaria and Guimaraes (1993), Ivancevich and Matteson (1999: 123), and Smith, Kendall and Hulin in Luthans (1995: 126) which included: satisfaction with the work itself; satisfaction with payments; satisfaction with promotion; satisfaction with supervision; and satisfaction with co-workers.

Individual characteristics are influenced by factors such as age/age, gender, marital status, number of dependents, and years of service, which can objectively and easily be obtained from someone's personal recordings (Robbins, 2008: 78). In addition, there are also individual characteristics that are influenced by the ability (physical and intellectual) and personality (heredity, environment, situation, and personality traits).

In general, employees of the East Kalimantan Provincial Forestry Service Office have various individual characteristics, whether in terms of age/age, education level, length of service, class, and rank and background of region/tribe. These factors will shape the abilities, attitudes, and experiences that are diverse in dealing with problems and carrying out their roles and tasks as employees serving the community in forestry.

As'ad (1998: 35), states that there are two factors that cause the source of individual differences namely physical factors and non-physical factors. Physical factors include body shape, level of physical health, and the ability of the five senses, while non-physical factors include intelligence, talent, interest, personality, motivation, and education. Mohyl (1999: 45) states that the individual factor is also related to the attitude (behavior) of a human in the organization as an expression of the personality, perception, and attitude of his soul, which can affect his achievements and organization. The question arises whether the individual characteristics of the employees of the East Kalimantan Provincial Forestry Office affect the work motivation, job satisfaction, and employee performance.

Support of other members of the organization to build organizations related to employee performance is leadership. Robbins (2008: 432) asserts that leadership is the ability to influence a group toward the achievement of a goal, the source of this influence can be formal that comes with management positions, for example, a manager can exercise leadership and authority roles solely because of his position in the organization. Therefore effective leadership uses influence with a view to achieving organizational goals by increasing productivity, satisfaction, innovation, and commitment to work.

Mintzberg in Luthans (2002) and Sutiadi (2003: 4), that the role of leadership in the organization is as a regulator of vision, motivator, analyzer, and occupation. Supported by Yasin (2004: 6), the success of organizational development efforts is largely determined by the quality of leadership or managers and the commitment of the organization's top leaders for the necessary energy investments and personal leadership efforts.

Leadership at East Kalimantan Provincial Forestry Office is generally similar to the leadership of other District Offices in the bureaucracy of East Kalimantan Provincial Government. Existing leadership is expected to improve the performance of public services in the forestry sector in accordance with the vision of East Kalimantan Provincial Government. The question arises whether the existing leadership has been able to encourage the performance of employees in carrying out their roles and functions in the public service effort. The leadership role is very important to encourage employee motivation in carrying out its role and tupoksinya and give job satisfaction of employee at a certain level so that can improve officer performance in serving the public in forestry field.

The reform of bureaucracy based on what is stated in the General Manual of Bureaucracy Reformation is essentially an effort to make fundamental reforms and changes to the governance system, especially concerning the following aspects: (1). Institutional (organization); (2). Business process; and (3). Human resources apparatus.

The purpose of regional autonomy (otda) in accordance with the decision of the Minister of Manpower No. 81/1995 (2006) is to improve the quality of public services. In the context of this decentralization, local government services (SKPD) should become more responsive to the public interest by always focusing on customer focused quality so that the services provided should satisfy the community's satisfaction.

Several studies have shown that the root causes of poor public service performance are intricate, non-transparent and unaccountable procedures. Therefore, transparency and accountability of public services is the ability of one of the things that must be immediately realized. The quality of bureaucratic performance of public services has broad implications in achieving community welfare. The Government of East Kalimantan Province, in the era of regional autonomy has actually seen growing goodwill (good will) in terms of management of natural resources, especially forests. Where in the era of decentralization, there is the authority of the provincial government to manage and better manage natural forest resources in the direction of sustainable management. This is reflected in the vision and mission of East Kalimantan Provincial Forestry Service.

The vision of the East Kalimantan Provincial Forestry Service is based on the vision of the East Kalimantan Provincial Government, "The Realization of Sustainable Forest Management for Prosperity and Welfare of the Community and Improvement of East Kalimantan's Environmental Quality". Efforts to realize the vision, then formulated the mission of East Kalimantan Provincial Forestry Service as follows:

1. Realizing sustainable forest management in favor of the community
2. Optimizing multi-function forest for the community
3. Institutional strengthening of Dinas Kehutanan

The change of centralized forest management paradigm into decentralisation demands the preparedness and professionalism of the implementing apparatus in this case, the employees of both civil servants and PTT (Non-Permanent Employees) in East Kalimantan Provincial Forestry Office, so that forest resources management is expected to be better, structured, and professional.

The paradigm shift may also lead to a change in an existing organizational culture, where forestry agencies are no longer a prima donna for civil servants and PTTs working in the agency (many opportunities to supplement income) but as a government agency that is required to be more independent, productive and professionals as the public service sector in the management of forest natural resources in East Kalimantan Province.

However, in the implementation of public services, quality is still far from expectations, especially in terms of efficiency and effectiveness, responsiveness, similarity of treatment and the size of the bureaucracy chain, although generally improved. This is in accordance with the results of research conducted by Akli (2010) entitled "Empowerment of Apparatus Resources to improve Employee Performance (Case Study at Forest Service Office of East Kalimantan Province)". Where one of the results of his research shows that the performance of the Office of Forestry to realize the vision and mission that have been formulated in Rentra has not been implemented properly and optimally.

Research on the performance of employees at the East Kalimantan Provincial Forestry Office post-Akli research (2010) to date has never been done again. Whereas knowledge or description of employee performance and factors that contribute to the improvement of employee performance is needed to realize the independence, productivity and professionalism of employees as public service agents in the management of forest resources in East Kalimantan Province.

Based on the background of the above, it is necessary to do research by raising the title about the influence of individual characteristics and leadership, through job motivation and job satisfaction on the performance of employees in the Office of Forestry of East Kalimantan Province.

Based on the background, problem formulation, research objectives, and literature review submitted research hypothesis as follows:

Characteristics of individual employees have a positive and significant impact on work motivation; Characteristics of individual employees have a positive and significant impact on job satisfaction; Characteristics of individual employees have a positive and significant impact on performance; Leadership has a positive and significant impact on work motivation; Leadership has a positive and significant impact on job satisfaction; Leadership has a positive and significant impact on performance; Work motivation has a positive and significant impact on job satisfaction; Work motivation has a positive and significant impact on performance; and job satisfaction has a positive and significant effect on the performance of employees of East Kalimantan Provincial Forestry Office.

METHOD

This research was conducted by applying survey method with questionnaire. This method requires a contact or relationship between the researcher and the research subject (respondent) as the unit of analysis to obtain the necessary data (Indriantoro and Supomo, 2002). The research subject (respondent) as the unit of analysis is an employee of East Kalimantan Provincial Forestry Office.

Measurements for each variable were done in the form of suspension according to Likert scale in this study using 5 numbers where the number 1 shows the lowest value and the value 5 indicates the highest value (Suprpto, 2004: 4).

The process of research conducted is formal and structured, the primary data required obtained through the questionnaire. The employees of the East Kalimantan Provincial Forestry Service Office were stratified sampling with the number of respondents for each unit/work area determined by the researcher proportionally based on the number of employees that is 593 people.

According to Ferdinand (2005: 225), to qualify the use of AMOS 20.0 SEM program, if the sample size is between 200-500 then the calculation technique chosen is Maximum Likelihood (ML) or Generalized Least Square (GLS). To determine the number of samples used the formula of Yamane (1973) in Ferdinand (2006: 227), Slovin in Umar, Husin (2001: 74) and Ruznie Oms, AR (2011) on error probability 0.05 (5%). Based on the calculation of the number of samples set as many as 237 respondents.

Research Variables and Operational Definition of Variables

1. Exogenous Variables (independent variables) consists of Individual Characteristics (X1) and Leadership (X2)
2. Moderating Variables (intervening variables) consists of Work Motivation (Y1) and Job Satisfaction (Y2)
3. Endogenous Variable (dependent variable) consists of Employee Performance (Y3)

RESULTS AND DISCUSSIONS

Structural Analysis Model

Direct and Indirect Influence

Here are the results of SEM testing with SEM or standardized coefficients in each variable:

Table 1
SEM Coefficient Value Influence Between Variables

Relationship Causality		Direct effect	Indirect effect	
			Through motivation	Through satisfaction
Individual Characteristics	→ Job Motivation	0,217	-	-
Individual Characteristics	→ Job Satisfaction	-0,145	-	-
Individual Characteristics	→ Employee Performance	0,253	0,069	-0,034
Leadership	→ Job Motivation	0,210	-	-
Leadership	→ Job Satisfaction	0,287	-	-
Leadership	→ Employee Performance	-0,033	0,067	0,067
Job Motivation	→ Job Satisfaction	0,321	-	-
Job Motivation	→ Employee Performance	0,319	-	-
Job Satisfaction	→ Job Satisfaction	0,232	-	-

Source: Data, processed

From the table above, it is known that:

1. The most influential variable on employee work motivation is individual characteristics because it has the greatest coefficient value, then leadership.
2. Variables that affect employee job satisfaction is leadership, while individual characteristics have no significant effect on employee job satisfaction.
3. Variables that affect employee performance is individual characteristics, while leadership has no significant effect on employee performance.

Hypothesis testing

Here are Regression Weight and Standardized Regression Weight modified structural equation models:

Table 2
Test of Regression Weight Causality

Relationship Causality			Std. Estimate	SE	CR	P-value
Individual Characteristics	→	Job Motivation	0,217	0,070	2,824	0,005
Individual Characteristics	→	Job Satisfaction	-0,145	0,077	-1,914	0,056
Individual Characteristics	→	Employee Performance	0,253	0,098	3,165	0,002
Leadership	→	Job Motivation	0,210	0,060	2,643	0,008
Leadership	→	Job Satisfaction	0,287	0,072	3,323	0,000
Leadership	→	Employee Performance	-0,033	0,081	-0,414	0,679
Job Motivation	→	Job Satisfaction	0,321	0,162	2,216	0,027
Job Motivation	→	Employee Performance	0,319	0,194	2,232	0,026
Job Satisfaction	→	Job Satisfaction	0,232	0,138	2,040	0,041

Source: Data, processed

Based on the above table, it can be explained as follows:

Hypothesis 1: Characteristics of individual employees have a positive and significant impact on employee work motivation of East Kalimantan Provincial Forestry Office. with CR value 2,824, this value is greater than 1,96 and significance level 0,005 (p < 0,05). So the first hypothesis proves the truth.

Hypothesis 2: The characteristics of the individual employees have a negative and insignificant effect on the job satisfaction of the employees of the East Kalimantan Provincial Forestry Service Office, with CR -1,914, this value is smaller than 1.96 and the 0.056 significance level (p > 0.05). So the second hypothesis is not proven.

Hypothesis 3: Characteristics of individual employees have a positive and significant effect on employee performance at East Kalimantan Provincial Forestry Office, with CR value of 3,165, this value is greater than 1.96 and significance level is 0.002 (p < 0,05). So the third hypothesis proves the truth.

Hypothesis 4: Leadership has a positive and significant impact on work motivation of East Kalimantan Provincial Forestry Office staff, with CR 2,643 value, this value is greater than 1,96 and significance level is 0,008 (p < 0,05). So the fourth hypothesis proves the truth.

Hypothesis 5: Leadership has a positive and significant impact on job satisfaction of employees of East Kalimantan Provincial Forestry Office with CR 3,323, this value is greater than 1,96 and significance level 0,000 (p < 0,05). So the fifth hypothesis proves the truth.

Hypothesis 6: Leadership has negative and insignificant effect on employee performance at East Kalimantan Provincial Forestry Office with CR-0,414, this value is smaller than 1,96 and significance level is 0,679 (p > 0,05). So the sixth hypothesis is not proven.

Hypothesis 7: Work motivation has a positive and significant impact on job satisfaction of East Kalimantan Provincial Forestry Office employees, with CR 2,216, this value is greater than 1,96 and significance level is 0.027 (p < 0,05). So the thirteenth hypothesis proves the truth.

Hypothesis 8: Work motivation has a positive and significant effect on employee performance at East Kalimantan Provincial Forestry Office, with CR 2,232 value, this value is greater than 1,96 and significance level is 0,026 (p < 0,05). So the fourteenth hypothesis proves its truth.

Hypothesis 9: Job satisfaction has a positive and significant effect on employee performance at East Kalimantan Provincial Forestry Office, with CR value 2.040, this value is greater than 1,96 and significance level is 0.041 (p < 0,05). So the fifteenth hypothesis proves the truth.

Discussion

Influence of Individual Characteristics on Work Motivation

The result of causality test proves that individual characters has a positive and significant effect to work motivation at East Kalimantan Provincial Forestry Office employee. The result of confirmatory factor analysis (CFA) shows that the individual characteristics are more determined by

the indicator having the biggest factor loading, that is the technical skill in carrying out the administration job. Factor loading generated from CFA also shows that the variable of work motivation is more determined by the responsibility for the task given and the feeling of belonging and become the most important part in the institution/work unit. From descriptive statistics and factor loading values can be explained that employee motivation can be improved by strengthening the characteristics of individual employees, especially by always improving the technical expertise of employees in carrying out administrative work.

The result of causality test indicates that individual characteristics have positive and significant effect on work motivation, it shows that the change of individual characteristic will cause the change of work motivation which is in the same direction (positive), meaning that if the individual characteristic of employee is better then the work motivation will be higher, on the contrary if the individual characteristics of employees getting worse then the motivation of work will be lower. With these results, the hypothesis of research that states that individual characteristics affect the motivation of work on the employees of the Office of Forestry of East Kalimantan Province is acceptable. The results of this study is supported by Gani (2006) which indicates that individual characteristics have a positive and significant effect on work motivation.

Influence of Individual Characteristics on Job Satisfaction

The test results proved that individual characteristics have no significant effect on job satisfaction on the employees of East Kalimantan Provincial Forestry Office. The result of confirmatory factor analysis (CFA) shows that the individual characteristics are more determined by the indicator having the biggest factor loading, that is the technical skill in carrying out the administration job. Factor loading generated from CFA also shows that job satisfaction variable is more determined by guidance and guidance by the institution about the clarity of technical guidance as well as guidance on the implementation of work.

The result of causality test indicates that individual characteristics have an insignificant effect on job satisfaction, it shows that the change of individual characteristic will not cause a change of job satisfaction of employees, it means that although the individual characteristic of the employee is better not necessarily the job satisfaction will be higher. With these results, the hypothesis of research that states that individual characteristics affect the job satisfaction of employees of the Office of Forestry of East Kalimantan Province rejected.

The results of this study are inconsistent with research conducted by Djamaludin (2008) and Uly Tampubolon (2007) which shows that individual characteristics have a positive and significant effect on employee job satisfaction. Individual characteristics have an insignificant effect on job satisfaction is also caused by the fact that East Kalimantan Provincial Forestry Service employees have aged 50 to 58 years, 301 people (50.76% of employee) with more than 15 years of service and high school education generally The equivalent of 353 people (59.53% of the number of employees). This condition causes employees to tend to have a feeling of being satisfied with what has been achieved so far in working (maintaining the status quo), especially in the fulfillment of life needs and career jobs gave the ability, competitive power and physical strength decreases with increasing workload. These conditions cause changes in individual characteristics can not affect employee satisfaction in work. This is in accordance with the opinion of Mangkunegoro (2000), that the individual factors (employees) that affect the level of job satisfaction are intelligence, skills, age, gender, physical condition, education, work period, personality, perception, and work attitude.

The Influence of Individual Characteristics on Employee Performance

The test results prove that individual characteristics have a positive and significant effect on the performance of employees of the East Kalimantan Provincial Forestry Office. The result of confirmatory factor analysis (CFA) shows that the individual characteristics are more determined by the indicator having the biggest factor loading, that is the technical skill in carrying out the administration job. Factor loading generated from the CFA also shows that employee performance variable is more determined by the ability to implement tupoksinya in accordance with the values and

norms applicable to the agency/work unit. From descriptive statistics and factor loading values can be explained that the performance of employees can be improved by strengthening the characteristics of individual employees, especially by always improving the technical expertise of employees in carrying out administrative work.

The result of causality test shows that the change of individual characteristic will cause the change of employee performance which is in the same direction (positive), it means if the individual characteristic of the employee is better then the performance will be higher, and vice versa if the individual characteristic of the employee worse then the lower the performance. With these results, the hypothesis of research that states that individual characteristics affect the performance of employees of the Office of Forestry of East Kalimantan Province are acceptable. The results of this study differ from the results of research Karim, Kahar (2006) which shows that individual characteristics have no significant effect on organizational performance, while Gunastri (2009) explains that individual characteristics also have no effect on performance.

The Influence of Leadership on Work Motivation

The result of causality test proves that leadership has a positive and significant effect on work motivation on the employees of East Kalimantan Provincial Forestry Office. The results of confirmatory factor analysis (CFA) indicate that leadership is more determined by the indicator that has the biggest factor loading, ie the ability of the leader to allocate time to make a complete record in clarifying the role and tupoksinya. The loading factor generated from the CFA also shows that work motivation variables are more determined by responsibility for the tasks assigned and the feeling of belonging / being the most important part of the agency/work unit. From descriptive statistics and factor loading values, it can be explained that employee motivation can be improved by strengthening leadership, especially through leadership ability in allocating time to make a complete record in clarifying the role and tupoksinya.

The result of causality test shows that the change of leadership will cause the change of work motivation which is in the same direction (positive), meaning that if the leadership is better then employee work motivation will be higher, and vice versa if leadership worse hence worker motivation will lower. With this result, the hypothesis of research that states that leadership influence on employee motivation at East Kalimantan Provincial Forestry Office can be accepted. The results of this study are supported by research conducted by Gani (2006) which shows that leadership has a positive and significant effect on work motivation.

The Influence of Leadership on Job Satisfaction

The result of causality test proves that leadership has a positive and significant effect on job satisfaction at the employees of East Kalimantan Provincial Forestry Office. The results of confirmatory factor analysis (CFA) indicate that leadership is more determined by the indicator that has the biggest factor loading, ie the ability of the leader to allocate time to make a complete record in clarifying the role and tupoksinya. Factor loading generated from CFA also shows that job satisfaction variable is more determined by guidance and guidance by the institution about the clarity of technical guidance as well as guidance on the implementation of work. From descriptive statistics and factor loading values can be explained that job satisfaction can be enhanced by strengthening leadership, especially through the ability of leaders in allocating time to make a complete record in clarifying the role and tupoksinya.

The test results indicate that the change of leadership will cause changes in job satisfaction that is in the same direction (positive), meaning that if the leadership is better then the job satisfaction of employees will be higher, and vice versa if the leadership worse the employee job satisfaction will be lower. With these results, the hypothesis of research that states that leadership affecting job satisfaction of employees at the Office of Forestry of East Kalimantan Province is acceptable. The results of this study are not the same as the results of research Suprayetno (2011) which shows that leadership has no significant effect on job satisfaction.

The Influence of Leadership on Employee Performance

The result of causality test proves that leadership has an insignificant effect on the performance of employees of East Kalimantan Provincial Forestry Office. The results of confirmatory factor analysis (CFA) indicate that leadership is more determined by the indicator that has the biggest factor loading, ie the ability of the leader to allocate time to make a complete record in clarifying the role and tupoksinya. Factor loading generated from the CFA also shows that employee performance variable is more determined by the ability of employees in implementing tupoksinya in accordance with the values and norms applicable to the institution/work unit.

The results of causality testing indicate that a change of leadership will not lead to changes in employee performance. With these results, the hypothesis of research that states that leadership affecting the performance of employees at the East Kalimantan Provincial Forestry Service Office was rejected. East Kalimantan Provincial Office of Forestry Officer has always been guided by SOP and personnel guidelines set forth by the East Kalimantan Provincial Government, and based on the experience (education, training, and years of service), the ability to impose its tupukia in accordance with the values and norms applicable in the institution/work unit can be implemented properly so as to contribute greatly to its performance. Therefore, the change of leadership ability, in this case, is to allocate time to make a complete record in clarifying the role and tupoksinya will not affect the performance of employees of the East Kalimantan Provincial Forestry Office that is already working in accordance with prevailing values and norms.

The change of leadership does not cause a change in the performance of employees is also caused by the mechanism of appointment of leadership especially for echelon II is more based on political considerations than career and seniority considerations, so as not to encourage employees to improve their performance in performing their duties and functions as public services in forestry (uncertainty career career title). The results of this study in accordance with research Suprayetno (2011) which shows that leadership has no significant effect on performance.

Influence Motivation on Job Satisfaction

The result of causality test proves that the work motivation has a positive and significant effect on the job satisfaction of the employees of the East Kalimantan Provincial Forestry Office. The result of confirmatory factor analysis (CFA) shows that work motivation is more determined by the indicator that has the biggest factor loading, that is responsible for the task given and the feeling of having/being the most important part in the institution/work unit. Factor loading generated from CFA also shows that job satisfaction variable is more determined by guidance and guidance by the institution about the clarity of technical guidance as well as guidance on the implementation of work. From descriptive statistics and factor loading values, it can be explained that job satisfaction can be improved by increasing motivation, especially through responsibility for the task given and feeling of belonging / being the most important part in the institution/work unit.

The result of causality test shows that the change of work motivation will cause the change of job satisfaction which is in the same direction (positive), that is if the work motivation is higher then the job satisfaction of employee will also higher, and vice versa if the work motivation is lower then the job satisfaction will lower . With this result, the hypothesis of research which states that the motivation of work affect the job satisfaction of employees at the Office of Forestry of East Kalimantan Province is acceptable. The results of this study are supported by research conducted by Suprayetno (2006); Djamaludin, Muda (2008) and Yusuf, Tamzil (2010) indicating that work motivation has a positive and significant effect on employee job satisfaction.

Influence Motivation on Employee Performance

The result of causality test proves that work motivation has a positive and significant effect on the performance of employees of East Kalimantan Provincial Forestry Office. The result of confirmatory factor analysis (CFA) shows that work motivation is more determined by the indicators that have the biggest factor loading, that is responsible for the task given and the feeling of having/being the most important part in the institution/work unit. Factor loading generated from the CFA also shows that

performance variables are more determined by the ability of employees in implementing tupoksinya in accordance with the values and norms applicable to the agency/work unit. From descriptive statistics and factor loading values can be explained that the performance of employees can be improved by increasing the motivation of work, especially through the responsibility for the task given and the feeling of having/being the most important part in the institution/work unit.

Test results show that changes in work motivation will cause changes in the performance of the nature of the direction (positive), meaning that if the work motivation is higher then the performance will also be higher, and vice versa if the work motivation is lower then employee performance will be lower. With this result, the hypothesis of research that states that the motivation of work affects the performance of employees at the Office of Forestry of East Kalimantan Province are acceptable.

The results of this study are supported by research conducted by Suprayetno (2006); Gani, Achmad (2006); Gani, Mursalim Umar S (2006); Shofiandy, Moses (2007); Djamaludin, Moses (2008); Brahmasari, Ida Ayu (2008); Yusuf, Tamzil (2010); and Ruznie Oms, AR (2011) indicating that there is a positive and significant relationship between work motivation on employee performance.

Influence of Job Satisfaction on Employee Performance

The result of causality test proves that job satisfaction has a positive and significant effect on the performance of employees of East Kalimantan Provincial Forestry Office. The result of confirmatory factor analysis (CFA) shows that job satisfaction is more determined by the indicator that has the biggest factor loading, which is guidance and guidance by the institution about the clarity of technical guidance as well as guidance on the implementation of work. Factor loading generated from the CFA also shows that performance variables are more determined by the ability of employees in implementing tupoksinya in accordance with the values and norms applicable to the agency/work unit. From descriptive statistics and factor loading values can be explained that the performance of employees can be improved by increasing job satisfaction, especially through guidance and guidance by the institution about the clarity of technical guidance as well as guidance on the implementation of work.

The result of causality test shows that the change of job satisfaction will cause the change of employee performance which is in the same direction (positive), meaning that if job satisfaction is higher then employee performance will also higher, and vice versa if job satisfaction is lower then employee performance will be lower. With these results, the hypothesis of research that states that job satisfaction affect the performance of employees at the Office of Forestry of East Kalimantan Province are acceptable.

The results of this study are supported by research conducted by Tepeci, Mustafa and Bartlett, A.L. Bart (2002); Suprayetno, Agus (2011); Djamaludin, Moses (2008); and Santoso, Augustine (2008) indicating that there is a positive and significant relationship between job satisfaction on employee performance.

Research Findings

Theoretical Findings

Variable characteristic of individual and leadership have the positive and significant effect to work motivation of employees at East Kalimantan Provincial Forestry Office. Leadership variables have a positive and significant effect on employee job satisfaction at East Kalimantan Provincial Forestry Office. While the individual characteristics have no significant effect on the job satisfaction of employees at East Kalimantan Provincial Forestry Office. In addition, work motivation also has a positive and significant effect on employee job satisfaction at East Kalimantan Provincial Forestry Office.

Individual characteristic variable has the positive and significant effect on employee performance at East Kalimantan Provincial Forest Service Office, while leadership has no significant effect on employee performance at Forest Service Office of East Kalimantan Province. Variables of work motivation and job satisfaction both have a positive and significant effect on employee performance at East Kalimantan Provincial Forestry Office.

Practical Findings.

Individual characteristics of employees can directly affect employee performance or indirectly mediated by work motivation variables, meaning that individual characteristics of good employees can directly improve performance, or will increase the motivation of work first, then its performance increases. Creating employees who have good individual characteristics can be done primarily by the provision of workloads that must be adjusted to the age of employees.

Leadership directly influential, not significant to the improvement of employee performance, but indirectly influenced by mediated by the variable of work motivation and job satisfaction, meaning that good leadership will increase work motivation and employee job satisfaction, so its performance will also increase. Building good leadership can be done primarily by improving the leadership ability in treating employees' mistakes as intellectual capital.

The most influential variables in improving employee motivation are attitudes toward organizational change, then individual characteristics, leadership, and organizational support. The variable that influences in increasing employee job satisfaction is leadership. While individual characteristics have no significant effect in improving employee job satisfaction.

Variables that influence in improving employee performance are individual characteristics. While leadership is not significant in improving employee performance. The motivation factor of work as mediation to result in the improvement of the performance of employees has an important role, especially related to indicators that need to be improved ie the desire of employees to always get feedback from colleagues and leaders in implementing tupoksinya. Job satisfaction factor as a mediation to result in the improvement of employee performance also has an important role, especially related to indicators that need to be improved, namely the opportunity to employees to get promotion in accordance with competence and seniority. Employee performance factors that result from being generated by an employee are still many that need to be examined carefully, especially indications such as employees who still do not have a good response to the development and changes in the demands of the work environment.

CONCLUSION AND SUGGESTION

Theoretical Perspective

Implications in the perspective of the development of theory, the results of this study is considered as the development of organizational behavior theory, especially related to theories of individual characteristics, leadership, work motivation, job satisfaction and performance in the employees of the East Kalimantan Provincial Forestry Office.

The result of this research bring the theoretical implication that individual characteristic have positive influence in increasing work motivation and employee performance, leadership have positive influence in increasing work motivation and job satisfaction of employee.

The results of this study indicate the similarity and support the theory/research results: Gani (2006) which shows that the characteristics of individuals and leadership have a positive and significant effect on work motivation, and there is a positive and significant relationship between work motivation on employee performance; Suprayetno (2011) which shows that leadership has a positive effect on job satisfaction and performance and job satisfaction that has a positive and significant effect on employee

performance; Djamaludin, Musa (2008) and Yusuf, Tamzil (2010) indicating that work motivation has a positive and significant effect on employee job satisfaction and there is a positive and significant relationship between work motivation on employee performance; Brahmasari, Ida Ayu (2008) and Ruznie Oms, AR (2011) indicating that there is a positive and significant relationship between work motivation on employee performance; Tepeci, Mustafa and Bartlett, A.L. Bart (2002) and Santoso, Augustine (2008) indicating that there is a positive and significant relationship between job satisfaction on employee performance.

Practical Implications.

The results of this study bring practical implications that employee performance can be improved through increased work motivation and job satisfaction. In addition, work motivation, job satisfaction and employee performance can be improved through individual characteristics and leadership. However, the main factor that can improve employee performance is work motivation, the main factor that can increase work motivation is individual characteristics, while the main factors that can improve job satisfaction is the motivation of work.

Based on these results, the East Kalimantan Provincial Forestry Office needs to develop a comprehensive strategy for employee performance to develop more optimally by taking into account the findings.

ACKNOWLEDGMENTS

Although this research has been attempted to eliminate the debilitating aspects, it is undeniable that limitations are suspected to influence research results. And the results of the identification can be explained by the limitations of the research conducted on the employees of the East Kalimantan Forestry Agency Office, with limited survey time, this study does not distinguish between economic background, education, tenure and positions that may affect the assessment of performance.

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