

# **THE INFLUENCE OF LEADERSHIP AGILITY, MOTIVATION, AND ORGANIZATIONAL CULTURE ON JOB SATISFACTION AND THE STATE CIVIL APPARATUS (SCA) PERFORMANCE AT THE OFFICE OF THE MINISTRY OF RELIGION IN WEST PAPUA PROVINCE**

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**Abstract:** Agility leadership is expected to improve the performance and satisfaction of The State Civil Apparatus (Sca) employees and can play a positive role in motivating employees and building a positive organizational culture. Agility leadership is the ability to identify, find and engage stakeholders. Motivation encourages an understanding of The State Civil Apparatus (SCA) goals that employees want to achieve. Organizational culture also has a positive and significant effect on Agility Leadership. This quantitative research uses a SEM-PLS approach. Quantitative research is the search for explanations and universal laws that are formulated in a quantitative approach that is more directed at things that are general in nature. Based on the results of the study, the researchers concluded that Agility leadership had a major effect on The State Civil Apparatus (SCA) satisfaction and performance at work.

**Keywords:** Agility Leadership; Motivation; Organization Culture.

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## INTRODUCTION

Lee and friends revealed through Ugi, Baharudin, and Aryati (2022) that agility supports the creation of adaptive leadership, which no longer relies on leaders as problem solvers, they know very well that discomfort is a good thing, and discomfort leads to growth. In agility leadership style theory, the leader can manage the organization he leads in such a way, in the current era of adaptation to new habits (Sugihartono 2022) (Torres et al., 2013).

Leadership agility is the ability to identify, search, and engage critical stakeholders. It is the capacity to understand and empathize with the views of stakeholders, not only to gain support but also to respect their views to then take better decisions (Arifin et al., 2020).

Motivation is the impulse or willingness that arises in employees to do something work because of the desire to meet needs, while, organizational culture is an attitude, belief, and value that is generally possessed, which arises in the organization (Cahyono, 2012a). Motivation has a positive and significant effect on job satisfaction and organizational culture only has a positive and insignificant effect on job satisfaction, but job satisfaction has a significant impact on employee performance (Cahyono, 2012b) (Tirtayasa, 2019).

The State Civil Apparatus (SCA) is the main element of apparatus resources that has a role in determining the success of governance and development. The State

Civil Apparatus (SCA) employees here are every Indonesian citizen who has the conditions determined and appointed by an authorized official and approved for a civil servant position and is paid based on applicable laws and regulations (Komara, 2019).

So with agility leadership, it is hoped that the performance and satisfaction of The State Civil Apparatus (SCA) employees can play a positive role in motivating employees, as well as building a positive organizational culture so that positive employee behavior can develop innovation and creativity in employees.

West Papua (abbreviated as Pabar or PB; formerly West Irian Jaya) is an Indonesian province located on the western tip of Papua Island. Meanwhile, the Office of the Ministry of Religious Affairs of West Papua Province is precisely located on JL. Brigadier General, Mar.Purn. Abraham O Atururi Arfai, Nginybou Village, South Manokwari District, Manokwari Regency, West Papua 98315 (Kemenag Provinsi Papua Barat, 2019.)

Creating a work culture or organization is not easy, it takes a dreamer who can lead or meet every problem and what is needed to solve it. In leadership, motivation and work culture play a role in this. This is interesting to study, therefore the researcher conducted a study entitled "The Influence of Leadership Agility, Motivation, and Organizational Culture on Job Satisfaction and The State Civil Apparatus (SCA) Performance at the Office of the Ministry of Religious Affairs of West Papua Province".

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## LITERATURE REVIEW

### Leadership Agility

For businesses all over the world to remain competitive and generate value in the hyper-changing, complicated business climate of today, organizational agility has become essential. Leadership agility is the ability of an organization's leaders to promote strategic and operational agility, to build an agile leadership culture, and to individually adjust on a daily basis to changing, interdependent situations and ambitions (Joiner, 2019).

### Motivation

Humans are compelled to behave in a variety of ways by a force called motivation. Human behavior that is delighted, focused, and ongoing is referred to as motivation. How long and how diligently a person works to achieve a desirable goal may be a good indicator of how motivated they are (Sai, 2022).

### Job Satisfaction

Work-related motivation produces employee job satisfaction. The degree of happiness a person experiences as a result of their work is referred to as their level of job satisfaction. When one evaluates their employment or work experience, they are left with a favorable and enjoyable sensation (Inayat & Jahanzeb Khan, 2021). Elements for employee work happiness include, among others: 1. work intrinsic qualities, 2. Salary income; 3. Supervision; and 4. Equitable rewards Supportive coworkers make up and supportive working environments make up 5. Some needs and desires are met through work or work activities, which results in a satisfied

job (Jatmika & Mardiana Andarwati, 2021).

### Organizational Culture

The definition of organizational culture is the set of beliefs and goals that all members of the organization uphold. Some studies investigate the connection between organizational culture and performance. The following four traits define organizational culture: Organizational culture is a phenomenon that can be learned or gained. Everyone in the group should have the same organizational culture. The written word format is not how organizational culture is expressed. Organizational culture is present as beliefs and values in the group members' attitude, consciousness, and minds (Yildiz, 2014).

### The State Civil Apparatus (SCA) Performance

The State Civil Apparatus (SCA), also known as the Public Service or Public Administration, refers to the body of individuals employed by the government to carry out public duties and services on behalf of the state. The understanding and theory of the State Civil Apparatus involve various concepts and principles that guide its functioning. Here are some key aspects:

1. Public Service: The State Civil Apparatus exists to serve the public interest. Its primary purpose is to provide essential services and implement government policies for the benefit of citizens.
2. Meritocracy: The principle of meritocracy is fundamental to the

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State Civil Apparatus. It emphasizes that appointments, promotions, and career advancements within the civil service should be based on qualifications, competence, and performance, rather than favoritism or political influence.

3. **Neutrality and Impartiality:** The SCA is expected to be politically neutral and impartial in its operations. Civil servants are meant to serve the government of the day, regardless of their personal political beliefs, and implement policies in a fair and unbiased manner.
4. **Professionalism:** The State Civil Apparatus requires a high level of professionalism. Civil servants are expected to possess the necessary knowledge, skills, and expertise to perform their duties effectively. Professionalism also entails adherence to ethical standards, integrity, and accountability.
5. **Bureaucracy:** The SCA operates within a bureaucratic structure characterized by hierarchical levels of authority, rules, and regulations. Bureaucratic processes aim to ensure consistency, uniformity, and efficiency in decision-making and implementation of policies.
6. **Civil Service Values:** The State Civil Apparatus is guided by a set of core values, which may vary across different countries or administrative systems. These values commonly include integrity, transparency, efficiency, responsiveness, and public accountability.
7. **Civil Service Law and Regulations:**

Most countries have specific laws and regulations governing the State Civil Apparatus. These legal frameworks define the rights, responsibilities, recruitment processes, disciplinary procedures, and other aspects related to civil service employment.

8. **Civil Service Reform:** Given the changing needs of society, the State Civil Apparatus undergoes periodic reform to improve its efficiency, effectiveness, and responsiveness. Reforms often aim to streamline processes, enhance service delivery, promote innovation, and strengthen accountability mechanisms.

Understanding the State Civil Apparatus involves recognizing its role as a key pillar of governance, responsible for implementing public policies, delivering services, and upholding the principles of good governance. It is crucial to balance the administrative requirements of bureaucracy with the need for flexibility, innovation, and citizen-centric approaches in public service delivery.

## **MATERIALS AND METHODS**

This quantitative research uses a SEM-PLS approach. Quantitative research is looking for universal explanations and laws, the problems formulated in the quantitative approach are more general things. The results of quantitative research will be generalized (Prasetyo & Jannah, 2008). Meanwhile, the population in this study was 85 employees of the Office of the

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Ministry of Religious Affairs of West Papua Province from all existing employees. With Males numbering 54 and Women 31 as (Jannah & Prasetyo, 2011) respondents.

## RESULTS AND DISCUSSION

Leadership, Motivation, Organizational Culture, Job Satisfaction and The State Civil Apparatus (SCA) Performance have indicators, as follows;

**Table 1.** Operational Definition of Variables

No.	Variable	Definition	Indicator
1	Agility Leadership	Activism leaders who have the ability to respond quickly, flexibly, adaptively in different conditions, new experiences, changing environments	1. Anticipate 2. Articulation 3. Adaptation 4. Collaboration
2	Motivation	Psychological process that reflects the interaction between attitudes, needs, perceptions and decisions that occur within a person	1. Mastery or mastery of expertise 2. Autonomy or independence
3	Organizational Culture	A set of values, and assumptions that emerge from the interaction of members or the organization, that serve as a guide and motivation to work	1. Clan 2. Adhocracy 3. Market 4. hierarchy
4	Job Satisfaction	Job satisfaction is an effectiveness or emotional response to various aspects of work	1. Work procedures and regulations 2. Salary
5	THE STATE CIVIL APPARATUS (SCA) Performance	Performance is the result of work in quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities that have been given	1. Quality 2. Quantity

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**Table 2.** AVE Value and Composite Reliability

Variabel Laten	Composite Reliability	Average Variance Extracted (AVE)
Agility	0.787	0.754
Motivation	0.922	0.748
Organizational	0.925	0.802
Job Satisfaction	0.889	0.800
THE STATE CIVIL APPARATUS (SCA) Performance	0.796	0.663

**Table 3.** Cross Loading Value

	Agility	Job Satisfaction	Motivation	Organizational	Performance
ADAP1	0.888				
ADAP2	0.826				
ADHO1				0.805	
ADHO2				0.898	
ANTC1	0.791				
ANTC2	0.859				
AOI1			0.790		
AOI2			0.914		
AP1					0.758
AP2					0.867
ARTCUL1	0.875				
ARTCUL2	0.924				
CLAN1				0.933	
CLAN2				0.886	
COLLA1	0.825				
COLLA2	0.852				
HIE1					0.833
HIE2					0.932
JS1		0.908			
JS2		0.881			
MARK1				0.801	
MARK2				0.770	
MOE1			0.865		
MOE2			0.886		

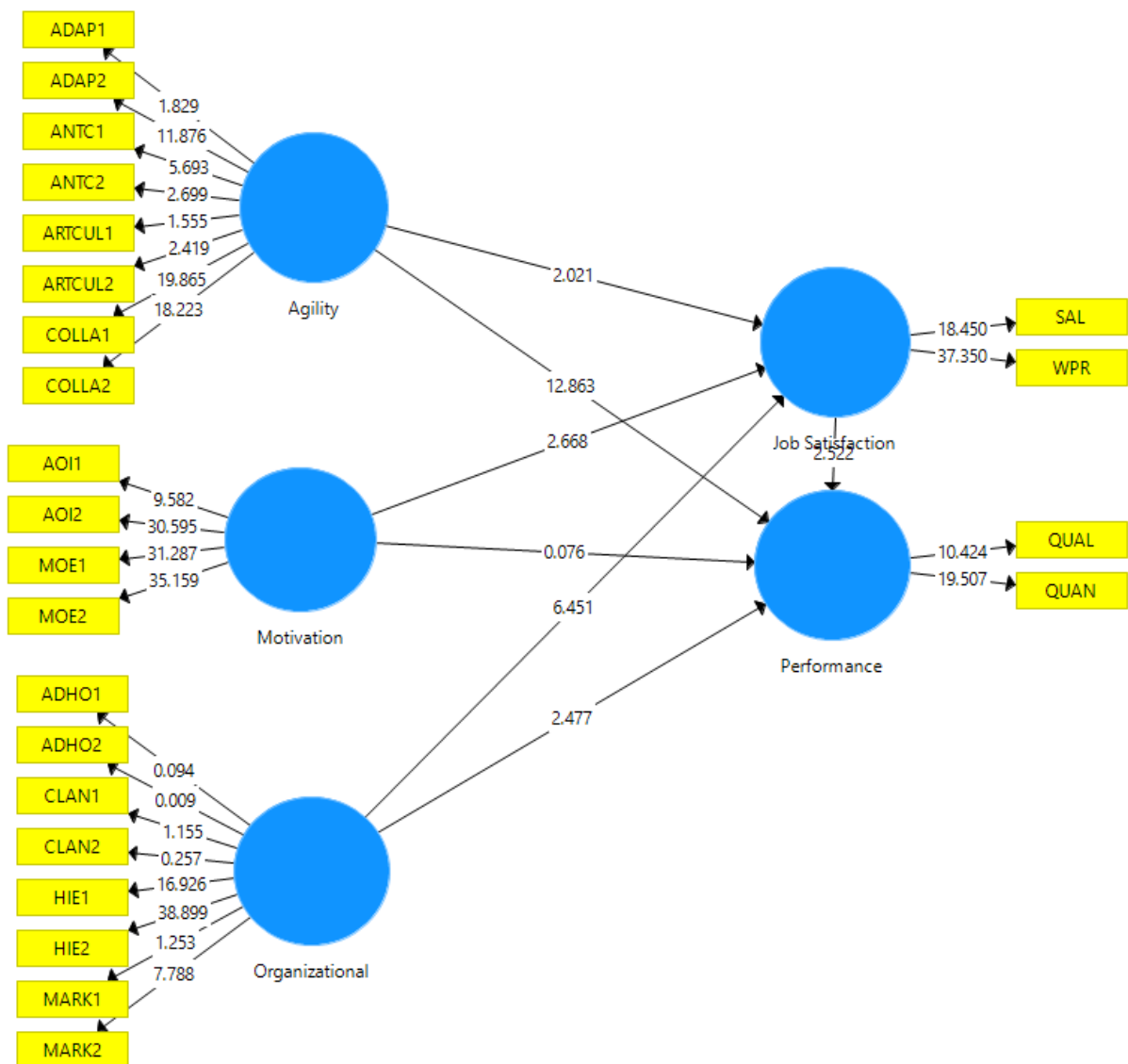


Figure 1. Model Path and Cross Loading Value of Each Indicator

**Table 4.** Results of Output Bootstrapping- P Values

Hypothesis	Latent Variable	P Values	Result
H1	Agility -> Job Satisfaction	0.044	Hypothesis Accepted
H2	Agility -> Performance	0.000	Hypothesis Accepted
H3	Motivation -> Job Satisfaction	0.008	Hypothesis Accepted
H4	Motivation -> Performance	0.045	Hypothesis Accepted
H5	Organizational -> Job Satisfaction	0.000	Hypothesis Accepted
H6	Organizational -> The State Civil Apparatus (Sca) Performance	0.014	Hypothesis Accepted
H7	Job Satisfaction -> The State Civil Apparatus (SCA) Performance	0.012	Hypothesis Accepted

The first stage begins with checking convergent validity to determine the validity of each relationship between indicators and constructs or latent variables by looking at the AVE value with a minimum standard above 0.5, as well as checking the composite reliability, which reflects the reliability of the questionnaire constructs. A good reliability criterion is a composite reliability value above 0.7. Convergent validity and composite reliability values can be seen in Table 2.

Table 2 shows if the AVE and composite reliability values obtained in this study match the criteria so that it can be concluded that there is a relationship between the measuring indicators and latent variables and the construction of

reliable indicators.

The next stage is to look at the Cross Loading value, commonly called the Factor Loading listed in Table 3, to measure Discriminant Validity, which functions as a measure of validity. An indicator is considered valid if the Cross loading value for each indicator is above or equal to 0.70. Table 3 shows the Cross Loading values for each indicator. The Cross Loading values obtained have met the criteria, so it can be concluded that all indicators used in this study are valid. The Cross Loading value for each indicator presented in the path model can also be seen in Figure 1. So the items of participation in this study are valid. The next item is related to the statement that all levels work in one change management



scheme. Responses of respondents with criteria values agreed. This certainly implies that leader agility can be done through integrative managerial schemes, with the power of corporate resources.

The next stage is hypothesis testing. Hypothesis testing was conducted to conclude the influence or relationship between the variables modeled by looking at the P-Values in the Bootstrapping output. The hypothesis criteria are accepted if the P-Value is below 0.05. The P value in the research hypothesis test can be seen in Table 4.

Table 4 shows the P-Value along with the conclusions of hypothesis testing between variables. All hypotheses are accepted. Based on the results of the study, it was stated that Leadership Agility has a positive and significant effect on Organizational Activity on Job Satisfaction and The State Civil Apparatus (SCA) Performance at the Office of the Ministry of Religious Affairs of West Papua Province.

Motivational Objectives encourage the understanding of The State Civil Apparatus (SCA) goals to be achieved by employees. The results of the response showed that there was an agreed criterion. This means that by understanding the company's goals, employees will increase their intrinsic motivation. In shaping an agile culture, leaders who are oriented towards creativity and innovation are needed, to emphasize the importance of adaptive and responsive performance, and focus on team collaboration and delegation of autonomy.

Organizational culture also has a positive and significant effect on Job Satisfaction and The State Civil Apparatus

(SCA) Performance. This research shows that it fosters or helps the development of adaptability, flexibility, and creativity. The implication of this study with the theories adopted in this study is that organizations with modern and competitive labels, unconsciously or without being noticed, have established the principles of agility.

## CONCLUSIONS

Based on the results of the research and discussions stated the researcher conveyed the conclusion that Agility leadership has a great influence on the satisfaction and performance of The State Civil Apparatus (SCA) in the work. Supported by motivation and a positive organizational culture. Leaders who can strengthen a strong network with The State Civil Apparatus (SCA) employees.

Organizational motivation and buddy play a positive and significant role in building resource integrity, delivering change based on organizational culture and values, creative and innovative in leadership agility. This aspect is influenced by the behavior of employees or members of the organization that are embedded in the organizational culture.

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