



The Antecedent of Work Motivation and the Effect on the Performance of Civil Servants with Job Satisfaction as Moderating Variable (A Study of Civil Servants on West Coast, North Sumatra - Indonesia)

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Abstract: The role of civil servants (PNS) as the state servants is crucial in providing services to the public. Improving the performance of civil servants cannot be separated from the work environment, how their commitment to the organization, work discipline, and motivation. In fact, the performance of civil servants is still not optimal yet, showing from the low capacity and quality of work. Generally speaking, the motivation and satisfaction of civil servants are still low. The working environment is still not supporting civil servants in performing their duties. The organizational commitment is still low, demonstrated with the lack of loyalty to the organization. There are some civil servants who do not have the discipline as expected. All of these factors are the factors allegedly affected the performance of civil servants in West Coast, North Sumatra Province. The respondents in this study were 335 civil servants in the three cities in West Coast region, including Sibolga, Padangsidempuan, and Gunungsitoli. The results concluded that job satisfaction does not improve the performance of civil servants in West Coast region. Motivation does not significantly form the performance of civil servants in West Coast region. The performance of civil servants in the area is affected by discipline and organizational commitment. Commitment could improve the performance of civil servants in West Coast region.

Keywords: Work Environment, Organizational Commitment, Work Discipline, Work Motivation, Job Satisfaction and Performance.

JEL Classification: M3

1. INTRODUCTION

In line with the reform plan of the bureaucracy of civil servants, the planning step should not be generalized to all civil servants in Indonesia, because the characteristics of civil servants of a region and other regions

may experience differences, such as differences in performance, commitment, and even discipline. These differences make the plan globally drawn ineffective to apply. Based on the location and natural conditions, North Sumatra region is divided into three (3) groups of area/region, namely, the West Coast Region, Plateau Region, and East Coast Region. West Coast Region is consisted of nine (9) districts and three (3) cities, namely Nias Regency, North Nias Regency, West Nias Regency, Mandailing Natal Regency, South Tapanuli Regency, Padang Lawas Regency, North Padang Lawas Regency, Central Tapanuli Regency, South Nias Regency, Padangsidimpuan City, Sibolga City, and Gunungsitoli City. The study of bureaucratic reform in urban areas is generally easier to implement due to the more adequate facilities development and the human resources better prepared to reform.

The governance conditions currently tend to be inefficient and ineffective, becoming a difficult problem to be addressed in today's world of government. Many people judge that the Central Government and the Local Government tend to be over cost in funding the executive and legislative bodies by absorbing the resources which are limited and left in little amount for service activities. The success of autonomy is highly affected by the role of government officials as the implementers, managers, or conceptors who interpret the mandate, vision, and mission of development (Aisyah, 2012; Andamdewi, 2013; Arsyenda, 2013; Asep, 2014). Thus, professional, committed, disciplined and dedicated government officials and have high work motivation and performance are needed. The Local Government continues to improve the people welfare through various development sectors. On the other side, the government officials in this regard civil servants, as the implementers of development still get a lot of attention and negative judgments of the public, that the performance of civil servants (PNS) is still low and not optimal in providing services to the public. In the end of each year, civil servants are always required to obtain a performance assessment in the implementation of their functions as a government officials (Cahyani, 2010; Astuti, 2005; Arianto, 2013; Arsyenda, 2013). The assessment is divided into two main categories, namely: Employee Work Target (SKP) and work behavior. Employee Work Target (SKP) is the work plan and target to be achieved by a civil servant, and is done by a certain time. Employee work target includes the aspects of quantity, quality, time, and cost. While work behavior is any behavior, attitude, or action taken by a civil servant supposed to be done or not done in accordance with the provisions of the legislation in force. The work behavior elements include service orientation, integrity, commitment, discipline, teamwork, and leadership.

Until now, there are many people who consider that the performance of civil servants has not been encouraging, which the hard work of the civil servants in carrying out the tasks cannot be separated from creating image that is unfavorable, i.e. the civil servants are considered less committed in carrying out their obligations. In addition, civil servants are also considered less productive; numerous but lack of skills. The character is formed by many interrelated things; starting from the initial selection process that is not transparent, uncertain career path, the work assessment that is not strict, low income and lack of professional attitude. The statement is also supported by the statement of Minister of Administrative and Bureaucratic Reform, estimating that 40 percent of the total civil servants who reach about 4.7 million civil servants in Indonesia (2012) have a poor performance (Dalimunthe, *et al*, 2016).

The assessment of the performance of civil servants is very difficult to evaluate directly because of the confidential nature of the employee performance data for the relevant service. However, the assessment of the performance of civil servants may be reflected on the evaluation of the public relating to the use of the civil servants service. Many people complain about the delay in the administrative process, long service,

the procedure that is not transparent, and in the working hours that are not disciplined. From this public judgment, the performance of government officials are still far from the expectations of society. The performance of the apparatus is still not optimal, resulting in complaints from the public. The poor performance condition of civil servants is also expressed by Mayor of Medan, confirming that the performance of civil servants is still not optimal, especially the public services directly related to the public (Shabab, 2016). Behind the successful of work target achievement of civil servants, public evaluation of the performance of civil servants declares that the performance still needs much improvement instead. People consider, the current conditions indicate that the existing apparatus resources are very far from what is expected. The images of apparatus resources often expressed by media indicate the low condition of professionalism, the number of corruption practices involving officials, salary levels that are not adequate, complicated service to the community, less creative and innovative, work on technical and operational guidelines, and probably many other negative images that essentially show that the apparatus in Indonesia are still poor. In addition, people trust the issue stating that the recruitment of civil servants can be done by using an 'insider' by paying a certain fee. The issue highly deviates from the theory of effective recruitment for the sustainability of an organization. The description provided encourages us to make changes to the Indonesian apparatus resources.

The problems in the performance of civil servants are confirmed in the self-evaluation carried out on a sample of civil servants in North Sumatra. The civil servants in West Coast region who are undisciplined, present every day and on time in accordance with the evaluation of their performance. Moreover, not all civil servants feel confident that they can finish the job faster than the time specified or finish the job on time. Likewise, the civil servants in East Coast region ignore the targets have been set in completing the task, and not all feel able to finish a job faster than the time specified or finish the job on time.

The motivation of a civil servant can be seen from his/her presence in the institution where he/she works, the fulfillment of communication with the leaders, and career development opportunities. In essence, the fundamentals of the management of civil servants are not much different with the basic management of the organization in general. Human Capital that prioritizes human being as the most valuable asset in an organization seems to have not actually implemented in the management of civil servants. Good human resources management starts from filtering candidates for civil servants to conducting education and training, giving reward and appropriate punishment in accordance with the accurate performance assessment based on a clear work plan and competency of civil servants. However, those things are not carried out properly.

The survey results on civil servants in West Coast region indicated some important notes to consider. Work motivation of civil servants in the region is equally dominated by the efforts to achieve good performance, a responsible attitude to the work, and good relationships with colleagues. However, the component of work motivation is still classified very low. In West Coast region, low motivation occurs on a desire to have a job authority and an opportunity to join an education program to get a promotion.

Work motivation of an employee can change according to the level of employee's job satisfaction. The employee who is satisfied generally enjoys his/her work so as to make the performance better. Job satisfaction of a civil servant can be reflected by the work performed by the civil servant him/herself. There are many conditions which a civil servant not work in accordance with his/her educational background. The placement and promotion of a civil servant are not based on the experience and competence of the

civil servant yet. It can be confirmed that someone who works not in accordance with the educational background and competence will not have the optimal performance.

Job satisfaction can also be seen from the perception of civil servants on the amount of salary or compensation received. The amount of salary and compensation is the problem that keeps emerging within the government. Many civil servants having side job outside their main job as civil servants is a reflection of that the salary and compensation received are not sufficient to meet the needs of the family (Adeyinka, 2007; Adeyemo 2000; Abdullah, *et al*, 2013; Alimohammadi, *et al*, 2013 and Azar *et al*, 2013). This situation highly affects the low class civil servants which they generally have to do a side job. The low income of civil servants every month gives an overview of the low satisfaction of civil servants.

Unbalanced workload but received the same salary makes the low satisfaction to the civil servants. This happens due to the uncertain foundation about the number and distribution of the civil servants. In total ratio, the ratio of the number of civil servants in Indonesia only about 2 percent of the communities served, but the distribution is clearly uneven and is not comparable in the regions in Indonesia. The ratio of civil servants to the total population of Indonesia is 1 to 51. This is much lower when compared to the neighboring countries - Singapore which its ratio reached 2.81% and Malaysian which its ratio reached 3.67%. A lower ratio and the worse quality imply worsen performance of public service. Minister of Administrative and Bureaucratic Reform on various occasions stated that the ratio of civil servants considered productive in Indonesia only reached 5%, so of course this is a very alarming condition.

The enforcement of discipline, integrity, and good governance are the most challenging things in fixing the problems of civil servants. Various disciplinary problems of civil servants are mostly caused by the legal foundation that is not strong. For example, the lax implications for the law enforcement of the rules in Government Regulation No. 30 Year 1980. First, the rules of the law govern the lives of civil servants, including the matters not directly related to the implementation of the civil servants' daily tasks. Second, the breach of discipline tends to apply light punishments. Third, the rules in the field are not able to be implemented effectively because the civil servants and the leaders do not understand them well. The forms of indiscipline that often occur within the government agency are: not working on working hours, the employees go home earlier than the end of working hours, the employees come to work longer than the normal hours, and using the working time inefficiently.

The observation results of the reasons of employees indiscipline in working are the problems of reward and punishment. In West Coast region, the institutions do not provide adequate remuneration compensation and there is a lack of leaders' supervision on the performance achieved. The susceptibility of existing regulations makes the employees not discipline in performing their duties. The lack of discipline can decrease the employees' performance. In line with the phenomenon described in this study, conducting a study related to motivation, job satisfaction, employees' performance, work environment, organizational commitment, and work discipline is necessary in planning a civil servants reform better.

1.2. Problems Formulation

The problems in this study are:

1. Does working environment have a positive and significant effect on work motivation of civil servants in the Government in West Coast region of North Sumatra Province?

2. Does organizational commitment have a positive and significant effect on work motivation of civil servants in the Government in West Coast region of North Sumatra Province?
3. Does work discipline have a positive and significant effect on work motivation of civil servants in the Government in West Coast region of North Sumatra Province?
4. Does working environment have a positive and significant effect on the performance of civil servants in the Government in West Coast region of North Sumatra Province?
5. Does organizational commitment have a positive and significant effect on the performance of civil servants in West Coast region of North Sumatra Province?
6. Does work discipline have a positive and significant effect on the performance of civil servants in West Coast region of North Sumatra Province?
7. Does work motivation have a positive and significant effect on the performance of civil servants in West Coast region of North Sumatra Province?
8. Does job satisfaction positively and significantly moderate the effect of work motivation on the performance of civil servants in the Government in West Coast region of North Sumatra Province?
9. Does work motivation positively and significantly mediate the effect of working environment on the performance of civil servants in the Government in West Coast region?
10. Does work motivation positively and significantly mediate the effect of work commitment on the performance of civil servants in West Coast region?
11. Does work motivation positively and significantly mediate the effect of work discipline on the performance of civil servants in the Government in West Coast region?

2. LITERATURE REVIEW

2.1. Applied Theory

2.1.1. Motivation

Motivation is giving stimulation to the employee concerned, so that the employee is working with his/her all efforts. According to McCormick in Mangkunegara (2001), work motivation is a condition that affects to evoke, to direct, and to maintain the behavior associated with the working environment. Nawawi (2005) states that motivation is a condition that encourage or being the cause of someone to do an action/activity that takes place consciously. Work motivation is a set of energetic force originating from both inside and outside the individual creatures, to form the behavior associated with the work, and to determine the form, direction, duration, and intensity of the behavior. According to Addaeet al (2004), motivation is a state in someone's personal which encourages the desire of individuals to undertake certain activities in order to achieve the goal. Motivation can often be used as a tool to predict behavior and varies greatly among individuals, must often be combined with the ability and environmental factors affecting the performance and behavior of employees. According to Rivai (2005), motivation can be defined as:

- (a) A condition that moves people towards a certain goal.
- (b) An expertise in directing the employees and the company in order to work successfully, so that the employees' wishes and corporate goals can be achieved at once.

- (c) An initiation and direction of behavior. The true motivation lesson is a behavioral lesson.
- (d) An energy to boost yourself.
- (e) A conditions that affects to evoke, to direct, and to maintain the behavior related to the working environment.

By the definitions above, motivation is a psychological boost to someone who determines the direction of behavior of someone in the organization, the level of effort, and the level of persistence in facing an obstacle or problem. Akintoye (2000) states that the main strategy to improve someone’s motivation is by money. The opinion also been first approved by Frederick Taylor in a study in the field of Scientific Management of the main factors that motivate workers to achieve the expected productivity levels of the company.

2. CONCEPTUAL FRAMEWORK

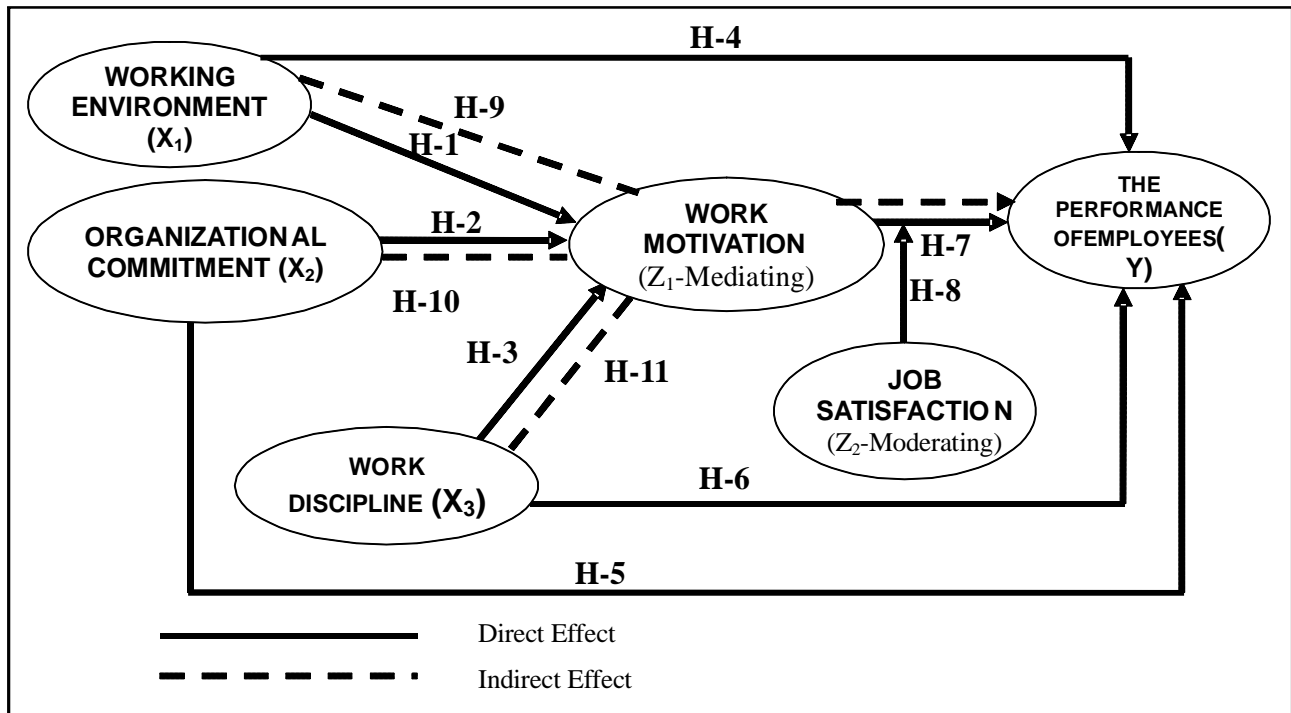


Figure 1: The Scheme of Research Hypotheses

4. RESEARCH METHOD

4.1. The Type of Research

The research design used in this study was quantitative method with explanatory approach.

4.2. The Location and Time of Research

This study was conducted at the City Government in West Coast region of North Sumatra Province, including Sibolga, Padangsidempuan, and Gunungsitoli in North Sumatra Province - Indonesia. This study was conducted from 2014 to 2016.

4.3. The Type and Source of Data

4.3.1. Primary Data

The techniques of primary data collection consist of several ways: questionnaires, interviews, focus-group discussion (FGD) and observation.

4.4. Research Instrument

The instrument used in this study in the data collection was questionnaire.

4.5. The Population and Sample of Research

The population used in this study was all the Civil Servants (PNS) Class III who work in the government in West Coast region, amounting to 3,477 civil servants (Central Bureau of Statistics of North Sumatra Province, North Sumatra in 2013). This can be seen in the Table 1. following:

Table 1
The Number of Civil Servants by Class in West Coast Region North Sumatra Province

Class	A. West Coast Region			Total
	Gunungsitoli	Sibolga	Padangsidempuan	
IA	0	11	13	24
IB	0	5	2	7
IC	0	16	27	43
ID	1	17	10	28
SUBTOTAL	1	49	52	102
IIA	42	173	381	596
IIB	107	340	214	661
IIC	125	129	146	400
IID	45	171	227	443
SUBTOTAL	319	813	968	2,100
IIIA	88	187	309	584
IIIB	99	382	593	1,074
IIIC	136	219	467	822
IIID	145	319	533	997
SUBTOTAL	468	1,107	1,902	3,477
IVA	241	610	1,635	2,486
IVB	20	41	71	132
IVC	3	13	16	32
IVD	0	1	7	8
IVE	0	0	1	1
SUBTOTAL	264	665	1,730	2,659
TOTAL	1,052	2,634	4,652	8,338

Source: Central Bureau of Statistics, North Sumatra in 2013.

In the analysis of Structural Equation Modeling (SEM), the sample size is important because it should be relatively large, referring to Hair *et al.* (2014) in Ferdinand (2006) that the minimum numbers of samples or respondents used in the study that uses SEM are 100 samples. Meanwhile, to get the ideal and representative samples, the minimum samples to be taken are five times the number of the indicator variables used, i.e.: $5 \times 66 = 330$ respondents (Roscoe, 1975 in Ferdinand, 2006). The sampling technique used was proportional random sampling. The number of samples of each work unit:

Table 2
Total Population and Samples of Civil Servants in West Coast Region of North Sumatra Province

No	City	Population (Class)				Total	Sample (Class)				Total
		IIIA	IIIB	IIIC	IIID	Population	IIIA	IIIB	IIIC	IIID	Sample
West Coast Region											
1	Gunungsitoli	88	99	136	145	468	8	10	13	14	45
2	Sibolga	187	382	219	319	1,107	18	37	21	31	107
3	Padangsidempuan	309	593	467	533	1,902	30	57	45	51	183
	Total	584	1,074	822	997	3,477	56	104	79	96	335

Source: Central Bureau of Statistics, North Sumatra in 2014.

4.9.3. Operationalization of Variable

Operationalization of variable consists of:

Table 3
Operationalization of Research Variable

No.	Variable	Definition of Operational	Dimension	Indicator	Measurement Scale
1	Working Environment	Working environment is everything that exists around civil servants who can affect them in carrying out the tasks assigned to them.	1. Physical Working Environment 2. Non-Physical Working Environment	1. Working Tools and Furniture 2. Office Building 3. Layout 4. Lighting 5. Air Circulation 6. Noise Level at Work 7. Cleanliness 8. Security 1. Relationship Between Employees and Subordinates 2. Work Regulations 3. Organizational Policy	Interval Scale with 1-5 which 1. Very Disagree 2. Disagree 3. Neutral 4. Agree 5. Very Agree

contd. table 3

<i>No.</i>	<i>Variable</i>	<i>Definition of Operational</i>	<i>Dimension</i>	<i>Indicator</i>	<i>Measurement Scale</i>
2	Organizational Commitment	Organizational commitment is the opinion of a civil servant on the level of trust and acceptance to the organizational goals and the desire to remain in or be a part of the organization.	<ol style="list-style-type: none"> 1. Affective Commitment 2. Sustainable Commitment 3. Normative Commitment 	<ol style="list-style-type: none"> 1. Binding themselves with the values and norms of the organization 2. Liking organizational goals 3. Being loyal to the organization 4. Organizational norms and values equal to individual values of civil servants 1. Having more advantage if keep being a member of the organization 2. Fear of losing something if leave the organization 3. Better social security 4. Fear of losing good co-workers 5. Have been working for a long time and want to get pension 6. Getting difficult to find another job 1. The organization has contributed to the lives of civil servants 2. The organization as the place to work is better than other organizations 3. The working experience in the organization is fun and happy 	
3	Work discipline	Work discipline is the awareness and willingness of civil servants to implement the rules and regulations set by the	<ol style="list-style-type: none"> 1. The goals of work discipline 	<ol style="list-style-type: none"> 1. According to the plan 2. Obedience to Working Hours 3. Developing Ability 	

contd. table 3

No.	Variable	Definition of Operational	Dimension	Indicator	Measurement Scale
		agency with a full sense of responsibility, and the civil servants are willing to be sanctioned if doing any violation.	2. Supporting factors of work discipline 3. Determinants of work discipline	1. Leadership Model 2. Remuneration 3. Justice 1. Supervision Attached 1. Legal Sanctions 2. Firmness	
4	Work motivation	Motivation is the force that encourages a civil servant to act or behave in certain ways in order to achieve a desired goal.	1. The need for existence 2. The need for interaction 3. Development needs	1. Working Condition 2. Positional Safety 1. The Relationship with Co-Workers 2. Being a Part of the Job 3. Responsibility 1. Status Recognition 2. Promotion of Position 3. Improvement 4. Achievement	
5	Job satisfaction	Job satisfaction is a civil servant attitude or feeling towards his/her work, work situation, cooperation among civil servants with the leaders and the results obtained.	1. Job 2. Salary or Compensation 3. Promotion Opportunities 4. Supervision 5. Co-Workers	1. Interesting Job 2. Learning Opportunities 3. Opportunities for Receiving Responsibility 1. Salary 2. Incentive 3. Allowance 1. Employees' Ability Improvement 2. Career Path Improvement 1. Leaders' Supervision 2. The Relationship Between Leaders and Subordinates 3. Guidance and Direction of the Leaders 1. Work Relationship Among Employees 2. Social Relationship Among Employees 3. Work Situation	

contd. table 3

No.	Variable	Definition of Operational	Dimension	Indicator	Measurement Scale
6	The performance of employees	The work results obtained by a civil servant in a government institution are in accordance with the authority and responsibility of each in achieving the corporate goals in accordance with the rules established and not violate the law.	1. Work Quantity 2. Work Quality 3. Work Behavior 4. Personal Characters	1. Work Targets 2. Working Speed 1. Able to Minimize Job Mistakes 2. Punctuality 1. Work Discipline 2. Initiative 3. Accuracy 1. Leadership 2. Honesty 3. Creativity	

Source: Nitisemito (2001); Wirawan (2013); Hasibuan (2001); AlderferdalamMiftah (2006); Fattah (2014);Folorunso at al (2014); Husseinat al (2008) andKumazi (2012).

4.10.2. Inferential Statistics Analysis - Partial Least Square (PLS)

PLS data analysis method with Smart PLS software. Partial Least Squares (PLS) analysis is a variant-based structural equation (SEM) analysis that can simultaneously perform a measurement model testing and a structural model testing.

4.10.2.1. Path Diagram

Path diagram is an image explaining the pattern of correlation among variables (Dalimunthe, *et al*, 2016; Lubis,*et al*, 2016, Muda, *et al*, 2016, 2017, Dalimunthe, *et al*, 2017, Tarmizi, *et al*, 2016, 2017andLubis, *et al*, 2016).The formation of path diagram should regard to the construct of exogenous and endogenous variables with manifest (indicator) variables of each of the latent variables (Sirojuzilam, *et al*, 2016).

FINDINGS AND DISCUSSION

5.2.1. The Results of Data Processing for West Coast Region

The correlations among variables (inner model) of the study are summarized in the Figure 2.

Figure 2 shows the t-statistic value that serves as the basis to see the significance of the correlations among the variables. If the t-statistic value > 1.96 , then the correlation is significant. The t-statistic value can be summarized in the Table 4. as follows:

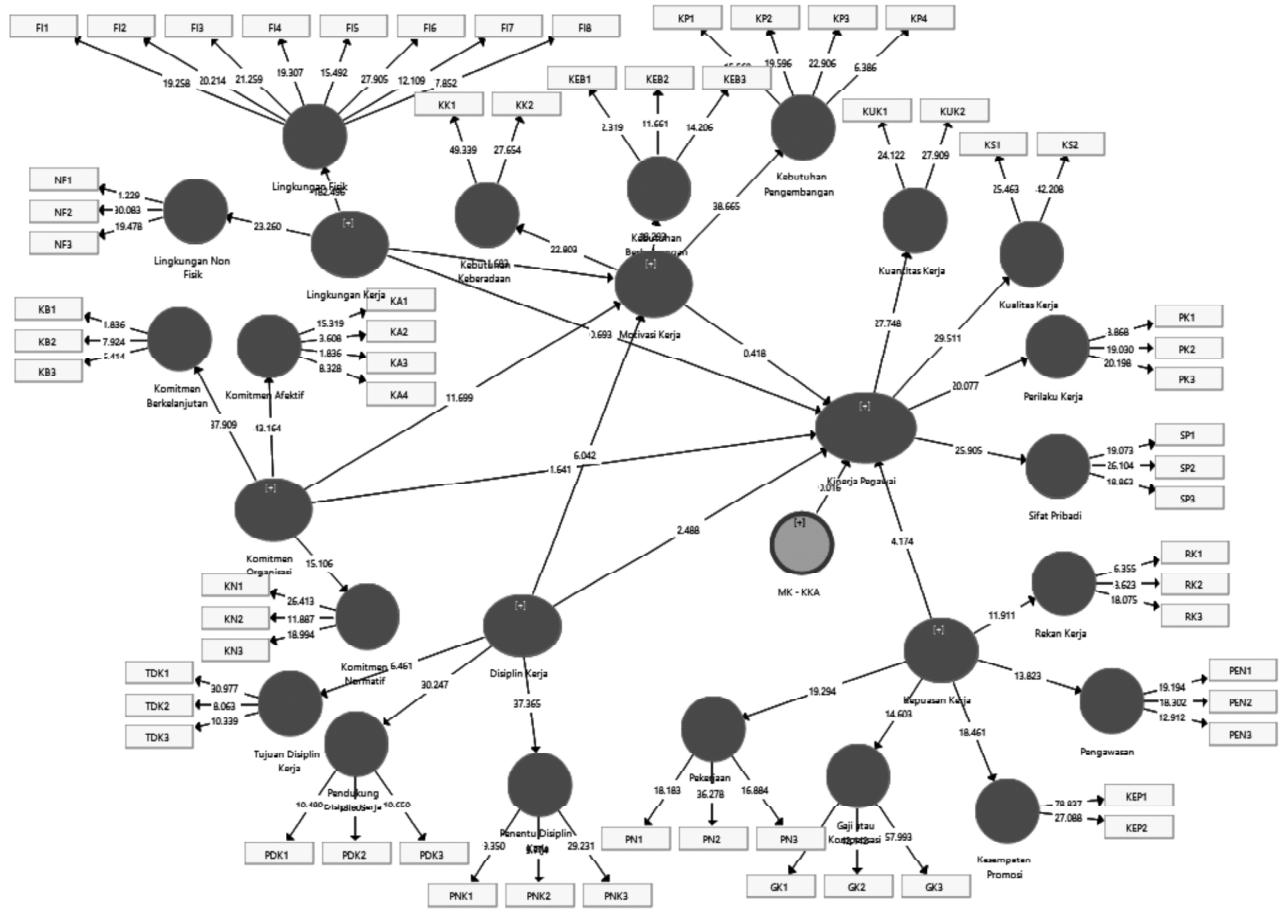


Figure 2: The t-statistic value for West Coast Region

Table 4
The Effect among Variables

	Original Sample	Sample Mean	Standard Deviation	TStatistics
Work Discipline -> The Performance of Employees	0.2188	0.2025	0.0879	2.4883
Work Discipline -> Work Motivation	0.3104	0.3101	0.0514	6.0420
Work Discipline -> Supporting of Work discipline	0.8275	0.8326	0.0274	30.2473
Work Discipline -> Determinants of Work discipline	0.8291	0.8354	0.0222	37.3655
Work Discipline -> The Goals of Work discipline	0.6491	0.6351	0.1005	6.4608
Job Satisfaction -> Salary or Compensation	0.6868	0.6905	0.0470	14.6034
Job Satisfaction -> Opportunities of Promotion	0.7358	0.7343	0.0399	18.4609
Job Satisfaction -> The Performance of Employees	0.3578	0.3709	0.0857	4.1736
Job Satisfaction -> Supervision	0.7242	0.7242	0.0524	13.8225
Job Satisfaction -> Job	0.7519	0.7542	0.0390	19.2938
Job Satisfaction -> Co-Workers	0.6755	0.6795	0.0567	11.9110
Organizational Commitment -> Affective Commitment	0.8967	0.9028	0.0208	43.1639

Organizational Commitment ->Sustainable Commitment	0.8482	0.8529	0.0224	37.9093
Organizational Commitment ->Normative Commitment	0.6481	0.6510	0.0429	15.1057
Organizational Commitment ->The performance of employees	0.1597	0.1495	0.0973	1.6407
Organizational Commitment ->Work motivation	0.5668	0.5656	0.0484	11.6993
The Performance of Employees -> Quality of Work	0.7888	0.7906	0.0267	29.5105
The Performance of Employees -> Quantity of Work	0.7840	0.7872	0.0283	27.7480
The Performance of Employees -> Work Behavior	0.7935	0.7926	0.0395	20.0772
The Performance of Employees -> Personal Characters	0.8023	0.8040	0.0310	25.9045
Working Environment ->Physical Environment	0.9688	0.9683	0.0053	182.4960
Working Environment -> The Performance of Employees	0.0473	0.0593	0.0683	0.6926
Working Environment ->Work Motivation	0.0974	0.1022	0.0578	1.6832
Working Environment ->Non-Physical Environment	0.7507	0.7521	0.0323	23.2601
Work Motivation -> The Need for Interaction	0.7061	0.7106	0.0386	18.2934
Work Motivation -> The Need for Existence	0.7511	0.7544	0.0329	22.8031
Work Motivation -> The Need for Improvement	0.8527	0.8526	0.0221	38.6652
Work Motivation -> The Performance of Employees	0.0438	0.0542	0.1048	0.4177
Work Motivation - Satisfaction of Job -> The Performance of Employees	0.00	0.0371	0.0630	0.0164

Source: The Results of Primary Data Processing (2016).

The findings show that there are some factors affecting the performance of civil servants in West Coast Region, namely:

1. Job satisfaction does not improve the performance of civil servants in West Coast region.
2. Motivation does not significantly form the performance of civil servants in West Coast region.
3. The performance of civil servants in the area is affected by discipline and organizational commitment.
4. Commitment could improve the performance of civil servants in West Coast region.

6. CONCLUSIONS AND SUGGESTIONS

6.1. Conclusions

1. Working environment has a positive and significant effect on work motivation of civil servants in West Coast region.
2. Organizational commitment has a positive and significant effect on work motivation of civil servants in West Coast region.
3. Work discipline has a positive and significant effect on work motivation of civil servants in West Coast region.
4. Working environment does not have any significant effect on the performance in West Coast Region.

5. Organizational commitment has a positive and significant effect on the performance of civil servants in West Coast region.
6. Work discipline has a positive and significant effect on the performance of civil servants in West Coast region.
7. Work motivation does not have any significant effect on the performance in West Coast Region.
8. Job satisfaction does not serve as a moderating effect of work motivation on the performance of civil servants in West Coast region.
9. Work motivation does not serve as a mediation effect of working environment on the performance of civil servants in West Coast region.
10. Work motivation does not serve as a mediation in the effect of organizational commitment on the performance of employees in West Coast region.
11. Work motivation is not able to serve as a mediation in the effect of work discipline on the performance of employees in West Coast region.

6.2. Suggestions

1. The important factors to consider in improving the performance of civil servants in West Coast region are work discipline and organizational commitment.
2. In improving the performance of civil servants in West Coast region, it is advisable to build organizational commitment of the employees, especially in affective and sustainable aspects.
3. The implementation of reward and punishment system for employees is recommended to improve discipline.
4. The factors proposed for future study are the variables of work culture, leadership, and employees' characteristics.
5. This study can be extended with performing comparison of various districts in three regions in North Sumatra Province, namely: West Coast Region, East Coast Region, and Plateau Region.

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