

THE PERFORMANCE OF CIVIL SERVANTS WITH JOB SATISFACTION AS A MEDIATOR

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Abstract

This study aims to address the performance issues of the State Civil Apparatus (ASN) in Rokan Hulu Regency, despite ongoing bureaucratic reforms. The phenomenon of suboptimal ASN performance, particularly in key sectors like health, education, and infrastructure, indicates a gap in leadership effectiveness and job satisfaction. The purpose of this research is to explore the impact of inspirational leadership on ASN performance, with job satisfaction as a mediating variable. A quantitative research method was employed, using a descriptive approach with a sample of 368 employees. Data processing was conducted using PLS-SEM to test the hypothesized relationships. The results reveal that inspirational leadership significantly affects job satisfaction, which in turn positively influences ASN performance. However, inspirational leadership does not have a direct effect on performance, highlighting the importance of job satisfaction in mediating this relationship. This study provides insights into how leadership and job satisfaction contribute to enhancing ASN performance, offering practical recommendations for improving public sector management.

Keywords: *Inspirational Leadership, Job Satisfaction, Servant Performance*

1. INTRODUCTION

The performance of Civil Servants (ASN) plays a crucial role in the delivery of efficient and effective public services. However, despite numerous efforts to improve ASN performance through bureaucratic reforms, a gap still exists between public expectations and the quality of services provided. The decline in service quality in several sectors, such as health, education, and infrastructure, indicates that the performance of ASN in Rokan Hulu Regency is still far from optimal (Sari et al., 2024; Soantahon, 2022). This phenomenon reveals a gap between the public's expectations for fast and quality public services and the reality on the ground. Several previous studies have attempted to identify factors affecting ASN performance, but few have explored in depth the influence of inspirational leadership and altruistic motivation on ASN performance, particularly in Rokan Hulu Regency (Rahman & Bakri, 2019).

Previous studies have extensively examined the influence of leadership on job satisfaction and work motivation in enhancing performance (Kuswanto et al., 2024; Sappara et al., 2023). However, few studies have investigated the role of inspirational leadership and altruistic motivation as mediating factors in improving ASN performance, particularly in Rokan Hulu Regency. The novelty of this research lies in examining the impact of inspirational leadership and altruistic motivation on ASN performance through job satisfaction and organizational commitment as mediators. This study focuses on Rokan Hulu Regency, which faces specific challenges and needs in bureaucratic reform, and aims to provide new insights into ways to improve ASN performance in the region (Sultoni et al., 2024; Yandi et al., 2024).

2. LITERATURE REVIEW

Individual Performance Theory

The Individual Performance Theory proposed by Campbell (1990) (N. A. Campbell et al., 2019) states that individual performance within an organization is determined by three main factors: ability, motivation, and opportunities to work. Performance is understood as the outcome of individual behavior that is directly related to organizational goals, and this outcome is influenced

by various external factors beyond the individual's behavior itself (J. P. Campbell et al., 1993). According to this theory, it is important for organizations to establish clear criteria in evaluating performance, ensuring that every action taken by an individual supports the achievement of organizational goals. This theory also emphasizes that performance should not only be viewed from the conclusion but also from the processes and behaviors underlying those achievements (Damayanti et al., 2024; Damayanti & Irwansyah, 2024; Meiladinov & Handayani, 2024).

Herzberg's Two Factor Theory

Herzberg's Two-Factor Theory (1959) explains that job satisfaction and dissatisfaction are influenced by two distinct factors: motivators and hygiene factors. Motivators, which are related to intrinsic factors, include achievements, recognition, responsibility, and opportunities for personal development, which can enhance job satisfaction and drive better performance. Meanwhile, hygiene factors, which are related to extrinsic factors, encompass working conditions, compensation, interpersonal relationships, and organizational policies. If these factors are unmet, they can lead to dissatisfaction, although they do not directly contribute to increased satisfaction. Herzberg argued that to improve employee performance, organizations should focus on developing motivators, while hygiene factors must be addressed to prevent dissatisfaction (Alrawahi et al., 2020; Perkasa, 2023; Shahzad & Khan, 2023).

Inspirational Leadership

Inspirational leadership is a leadership style that focuses on the leader's ability to inspire and motivate their subordinates through effective communication, a clear vision, and a positive example. Inspirational leaders are not only results-oriented but also prioritize the personal development and well-being of their teams. These leaders are proficient in developing a work environment that fosters collaboration, innovation, and a strong sense of belonging among team members, thereby enhancing organizational commitment and performance. Inspirational leaders emphasize values such as empathy, integrity, and the courage to embrace change, which directly contribute to team members' loyalty and motivation (Bantam et al., 2024; M. F. Fahmi et al., 2021; Sundari et al., 2022). This type of leadership is crucial for organizations aiming to achieve long-term goals through collaboration and innovation driven by leaders who set a positive example.

Job Satisfaction

Job satisfaction refers to the positive or negative feelings that an individual has toward their work, which is influenced by various factors such as the work environment, relationships with colleagues, remuneration, and career development opportunities. Job satisfaction is crucial for Civil Servants (ASN) because it directly impacts motivation, organizational commitment, and performance. ASN who are satisfied with their jobs are more likely to be motivated to contribute maximally, exhibit positive behavior, and demonstrate higher loyalty to the organization. Conversely, job dissatisfaction can lead to decreased productivity, complaints, and even resignation. Therefore, creating a supportive and fair work environment, as well as providing appropriate rewards, is key to enhancing job satisfaction among ASN and improving the quality of public services (Ahmad et al., 2024; Azmy & Wiadi, 2022; Sutrisno, 2016).

Performance of State Civil Apparatus

The performance of Civil Servants (ASN) refers to the ability and results achieved by ASN in carrying out their duties and responsibilities in the public sector. ASN performance is measured through various dimensions, such as efficiency, effectiveness, productivity, and the quality of public services provided to the community. ASN with good performance can meet organizational goals effectively, which in turn supports the achievement of national development objectives. Improving ASN performance can be achieved through training, competency development, and the

implementation of a transparent performance appraisal system. In the context of bureaucratic reform, the government strives to create a more efficient bureaucracy that is responsive to the needs of the public, making ASN performance a key indicator in realizing good and accountable governance (Kuswanto et al., 2024; Ningrum & Sugiarto, 2024; Rahmawati & Hermawati, 2024).

Hypothesis Development

The Impact of Inspirational Leadership Toward Job Satisfaction

Inspirational leadership has a significant impact on the job satisfaction of Civil Servants (ASN). An inspirational leader can enhance ASN motivation and work spirit through effective communication, a positive attitude, and attention to team well-being. A leader who sets a good example and inspires their members to achieve common goals tends to foster a conducive work environment that can improve job satisfaction. As explained by (Bantam et al., 2024; Jayamahe et al., 2024), an inspiring leader has a clear vision and can articulate it in a way that motivates others. By focusing on team well-being and recognizing individual achievements, inspirational leaders encourage collaboration and innovation, which are essential in creating a positive work environment for ASN (I. Fahmi, 2017; Kusumawati, 2024).

Furthermore, inspirational leadership can affect ASN job satisfaction by providing clear guidance and supporting career development. A leader who is empathetic, actively listens, and pays attention to the needs of team members not only focuses on achieving results but also on the process of individual development. In this regard, integrity and transparency in leadership play a vital role in building trust, which in turn enhances ASN job satisfaction (Fifitrotin et al., 2024). According to (Nursalim et al., 2023), communicative and empowering inspirational leaders can create a more enjoyable and productive work environment, contributing to higher job satisfaction. Thus, inspirational leadership can increase ASN loyalty, work ethic, and performance.

H1 : Inspirational leadership has a significant positive impact toward job satisfaction

Inspirational Leadership its Impact toward Performance of Civil Servants

Inspirational leadership has a significant impact on the performance of Civil Servants (ASN). An inspirational leader can provide effective motivation to their team through clear and consistent communication, as well as a compelling vision. This type of leader not only focuses on achieving results but also on the well-being and development of team members. For example, a leader who shows empathy and actively listens can understand the individual needs and potential of their members, provide the necessary support, and encourage ASN to grow. For ASN, inspirational leadership contributes to creating a conducive work environment that supports innovation and collaboration. This, in turn, increases ASN motivation and productivity, improving the quality of public services and government effectiveness (Bantam et al., 2024; Fathurrahman et al., 2024; Sundari & Chandra, 2018; Sundari et al., 2022).

Furthermore, inspirational leadership can enhance ASN performance by fostering trust and loyalty among team members. A leader who is transparent, has integrity, and focuses on constructive transformation sets an exemplary model for ASN to follow. When leaders prioritize the well-being of their team and demonstrate a commitment to supporting ASN growth, the result is an improvement in ASN work quality, making them more professional and goal oriented. Thus, inspirational leadership provides the foundation for ASN to carry out their duties and responsibilities efficiently, which also impacts the achievement of government and national development goals (I. Fahmi, 2017; Kabdiyono et al., 2024; Masa'deh et al., 2016).

H2 : Inspirational leadership has a significant positive impact toward the performance of civil servants

Job Satisfaction toward Performance of Civil Servants

Job satisfaction among ASN is closely related to ASN performance, where both factors influence each other. Job satisfaction reflects the positive or negative feelings of ASN toward their

work, influenced by various factors such as work conditions, relationships with colleagues, and physical and psychological well-being. ASN who are satisfied with their jobs tend to show higher commitment and better performance, as they feel more motivated to contribute optimally to the organization. On the other hand, dissatisfaction can lead to decreased work quality, low discipline, and even increased complaints or protests, which negatively affect productivity and public services (Adek, 2020; Handoko, 2020; Rahma et al., 2024; Sutrisno, 2019). Therefore, creating a supportive work environment and having fair and transparent leaders is key to improving ASN job satisfaction, which will, in turn, impact ASN performance.

ASN performance itself is a measure of how successfully an individual or group of ASN achieves the goals set by the organization within a certain time frame (Sedarmayanti, 2019). ASN performance encompasses various dimensions, including quality, efficiency, and effectiveness in completing tasks, as well as contributions to achieving broader governmental goals. Objective performance assessments through the Employee Performance Appraisal System (SKP) are important tools to ensure that ASN meets the set targets and contribute maximally to public services (Akbar & Frinaldi, 2024; Madhani et al., 2024). Therefore, improving ASN job satisfaction through factors such as good leadership and a conducive work environment directly contributes to enhancing performance, which in turn will contribute to the effectiveness of the bureaucracy and the achievement of national development goals (Rahmawati & Hermawati, 2024; Zam Zam, 2024).

H3 : Job satisfaction has a significant positive impact toward the performance of civil servants

Job Satisfaction Mediates the Relationship Between Inspirational Leadership the Performance of Civil Servants

Job satisfaction among ASN serves as a mediator between inspirational leadership and ASN performance, where effective leadership can enhance job satisfaction, which in turn positively impacts performance. Inspirational leadership, characterized by clear communication, a positive attitude, and attention to the well-being of the team, creates a work environment that supports and motivates ASN. Leaders who set an example and inspire their members to achieve shared goals play a crucial role in improving ASN job satisfaction. Leaders who listen with empathy and provide clear guidance also ensure that ASN feel valued and involved in decision-making processes, thus increasing job satisfaction (Bantam et al., 2024; I. Fahmi, 2017; Kusumayanti et al., 2020). This high level of job satisfaction then contributes to greater loyalty and commitment among ASN toward their work, which influences performance.

ASN performance is also influenced by the high level of job satisfaction that arises from inspirational leadership. Leaders who are transparent, have integrity, and focus on constructive transformation can enhance ASN trust and loyalty, creating a productive work environment conducive to innovation. When ASN feel supported by leaders who care about their well-being, they are more motivated to give their best in their work. This enhances the quality, efficiency, and effectiveness of ASN performance, contributing to the achievement of government and national development goals. High job satisfaction encourages ASN to work more productively, improve public services, and achieve broader goals in governance (Kabdiyono et al., 2024; Zam Zam, 2024).

H4: Job satisfaction mediates the impact of inspirational leadership on the performance of civil servants

Conceptual Framework

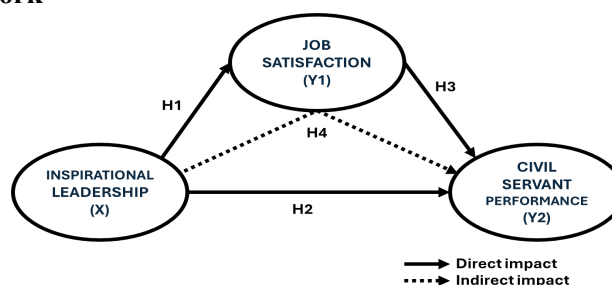


Figure 1. Conceptual Framework

Source: Data obtained (2024)

4. METHOD

This study examines three types of variables: exogenous variables (inspirational leadership), mediating variables (job satisfaction), and endogenous variables (servant performance). The population consists of 8,544 civil servants from Rokan Hulu Regency. The sample size was determined using the Sample Size Calculator method, with a 5% error rate, a 95% confidence level, and a 50% population proportion. This resulted in a sample size of 368, selected through probability sampling – simple random sampling (Wahyudi et al., 2023). Data for this study was collected via a questionnaire and will be analyzed using SMART PLS 3.2.9 software (Hair et al., 2022). The respondents in this study are civil servants working in Rokan Hulu Regency. The research model uses Partial Least Squares (PLS), a structural model based on variance or components, commonly referred to as Structural Equation Modeling (SEM) (Ghozali & Latan, 2020). A 5-point Likert scale was used for measurement. The analysis in the SEM-PLS model will focus on both the outer model and the inner model (Ghozali & Latan, 2020).

4. RESULTS AND DISCUSSION

4.1 Outer Model Test

Validity Test

The results of the convergent validity test show that the loading factor for inspirational leadership on indicator X1.4 does not meet the criteria, with a value of $0.699 < 0.7$. Therefore, indicator X1.4 was eliminated, and the data was tested again. The results of the test show that the lowest loading factor for the inspirational leadership indicator was X1.5 (0.706) and the highest was X1.1 (0.760). For job satisfaction, the lowest loading factor was Y1.7 (0.710) and the highest was Y1.4 (0.882). For the civil servant performance indicator, the lowest loading factor was Y2.1 (0.706) and the highest was Y2.4 (0.820). Overall, the values of the indicators are considered valid because they are above 0.7, as shown in Figure 2.

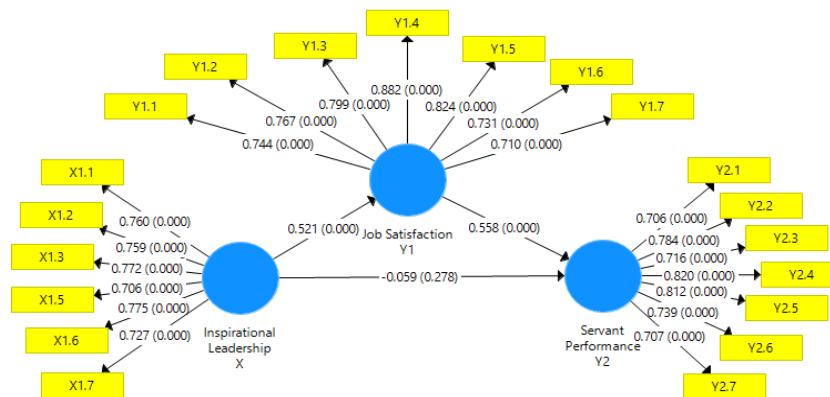


Figure1. Conceptual Framework

Source: Data obtained (2024)

The convergent validity test can also be seen from the AVE values of the variables being tested, as shown in Table 1. The AVE value for inspirational leadership is 0.563, for job satisfaction is 0.611, and for civil servant performance is 0.572. All values are above 0.5, indicating that they meet the criteria for convergent validity.

Table 1. Convergent Validity (AVE)

Variable	Average Variance Extracted (AVE)	Explanation
Inspirational Leadership_X	0.563	Valid
Job Satisfaction_Y1	0.611	Valid
Servant Performance_Y2	0.572	Valid

Source: Processed data (2024)

The results of the discriminant validity test can be seen in Table 2, where each indicator has the highest Fornell-Larcker Criterion value for its respective latent construct when compared to the values of other latent constructs. Therefore, it can be concluded that the instrument used has met the discriminant validity requirements of the Fornell-Larcker Criterion..

Table 2. Discriminant Validity (Fornell-Larcker Criterion)

Variable	Inspirational Leadership_X	Job Satisfaction_Y1	Servant Performance_Y2
Inspirational Leadership_X	0.750		
Job Satisfaction_Y1	0.521	0.782	
Servant Performance_Y2	0.232	0.528	0.756

Source: Processed data (2024)

Furthermore, discriminant validity can also be tested using the Heterotrait-Monotrait Ratio (HTMT) value. Data is considered to have good validity if all HTMT values between variables are below 0.90 (Ghozali & Latan, 2020). This indicates that the construct validity has been met.

Table 3. Heterotrait-Monotrait Ratio (HTMT) Value

Variable	Inspirational Leadership_X	Job Satisfaction_Y1	Servant Performance_Y2
Inspirational Leadership_X			
Job Satisfaction_Y1	0.583		
Servant Performance_Y2	0.261	0.592	

Source: Processed data (2024)

Reliability Test

After the results of the discriminant validity test and convergent validity test meet the validity criteria, a reliability test is conducted for each variable being studied, as shown in Table 3. The composite reliability and Cronbach's alpha values for the variables of inspirational leadership, job satisfaction, and civil servant performance are all greater than 0.7, thus it can be concluded that they meet the reliability requirements.

Table 4. Results of the Reliability Test

Variable	Cronbach's Alpha	Composite Reliability	Explanation
Inspirational Leadership_X	0.846	0.885	Reliable
Job Satisfaction_Y1	0.893	0.916	Reliable
Servant Performance_Y2	0.875	0.903	Reliable

Source: Processed data (2024)

4.2 Inner Model Test

Evaluasi model struktural dilakukan dengan memeriksa nilai R-Square, Effect Size (F^2), dan Stone-Geisser (Q^2).

R-Square (R^2) Test

R^2 for the endogenous variable job satisfaction (Y1) is 0.272. This value indicates that the job satisfaction variable (Y1) can be predicted by the inspirational leadership variable (X) by 27.2%, and the remaining 72.8% is explained by other variables not included in the study. Similarly, the R^2 value for the civil servant performance variable (Y2) is 0.281. This value indicates that the civil servant performance variable (Y2) can be predicted by the inspirational leadership variable (X) and the job satisfaction variable (Y1) by 28.1%, and the remaining 71.9% is explained by other variables not included in the study. Based on the R^2 criteria proposed by Chin et al. (2010), where an R^2 value approaching 0.33 is considered weak, this means that the inspirational leadership variable (X) has a weak effect in predicting job satisfaction (Y1). Furthermore, the inspirational leadership variable (X) and the job satisfaction variable (Y1) have a weak effect in predicting civil servant performance (Y2).

Table 5. Results of the R-Square (R^2) Test

Variable	R Square	R Square Adjusted
Job Satisfaction_Y1	0.272	0.270
Servant Performance_Y2	0.281	0.277

Source: Processed data (2024)

Effect Size (F^2) Test

The effect size (f^2) analysis aims to assess the extent of change that occurs when an exogenous variable with a substantive construct influences the endogenous variable (Hair et al., 2022). An f^2 value greater than 0.02 indicates a weak effect, greater than 0.15 indicates a moderate effect, and greater than 0.35 indicates a strong effect (Hair et al., 2022). The results of the effect size (f^2) test in Table 6 show that the variable with a strong structural impact on civil servant performance (Y2) is the job satisfaction variable (Y1) with an f^2 value of 0.316.

Table 6. Effect Size (f^2) Value Test

Variable	Inspirational Leadership_X	Job Satisfaction_Y1	Servant Performance_Y2
Inspirational Leadership_X		0.373	0.004
Job Satisfaction_Y1			0.316
Servant Performance_Y2			

Source: Processed data (2024)

Stone-Geisser (Q^2) Test

The Q-Square predictive relevance (Q^2) test for the structural model measures how well the observed values can be predicted by the model along with its parameter estimates. A Q^2 value greater than 0 indicates that the model has predictive relevance, while a Q^2 value less than 0 suggests that the model lacks predictive relevance. The higher the Q^2 value, the better the model fits the data (Hair et al., 2022).

Table 7. Stone-Geisser (Q^2) Value Test

Variable	SSO	SSE	$Q^2 (=1 - SSE/SSO)$
Inspirational Leadership_X	2208.000	2208.000	
Job Satisfaction_Y1	2576.000	2169.571	0.158
Servant Performance_Y2	2576.000	2172.976	0.156

Source: Processed data (2024)

The Q² value for all variables is greater than 0. Therefore, it can be concluded that the model in this study has predictive relevance for the endogenous or dependent constructs. This means that the exogenous latent variables can predict the endogenous variables effectively..

The Impact of Inspirational Leadership Toward Job Satisfaction

The results of the analysis on the direct impact of inspirational leadership on job satisfaction can be seen in Table 8. It shows that inspirational leadership has a significant positive effect on job satisfaction, with a probability value of 0.000, which is less than 0.05, and a t-value of 11.868, which is greater than 1.96. The path coefficient is 0.521, meaning that job satisfaction can be directly influenced by inspirational leadership by 0.521 or 52.1%, and the direction of the relationship is positive. This indicates that when inspirational leadership creates a comfortable working environment, job satisfaction will increase

Table 8. Hypothesis Testing Result -Direct

Direct Effects	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Explanation
Inspirational Leadership_X -> Job Satisfaction_Y1	0.521	0.525	0.044	11.868	0.000	H1: Positive Influence
Inspirational Leadership_X -> Servant Performance_Y2	-0.059	-0.065	0.060	0.980	0.327	H2: Rejected
Job Satisfaction_Y1 -> Servant Performance_Y2	0.558	0.565	0.055	10.137	0.000	H3: Positive Influence

Source: Processed data (2024)

Inspirational leadership has a significant impact on the job satisfaction of the State Civil Apparatus (ASN), particularly in Rokan Hulu Regency. Leaders who are able to inspire and motivate their members to grow create a positive work environment, which enhances ASN job satisfaction (Bantam et al., 2024; Sappara et al., 2023). Effective leadership should set an example through positive attitudes and enthusiasm, as well as strengthen the sense of ownership toward the job and the organization, which in turn boosts ASN morale and job satisfaction (Kusumawati, 2024; Subni, 2024). The impact of inspirational leadership is also reflected in the leader's ability to focus attention on emotional intelligence, such as self-awareness and empathy, which creates harmonious relationships and improves motivation and job satisfaction among ASN (Bantam et al., 2024; Bonau, 2017).

Additionally, inspirational leadership focuses on developing individual potential, which creates a supportive and collaborative work culture (Alfidhdho & Pujiyanto, 2024). Leaders who prioritize the welfare of their subordinates can create a mutually supportive work environment, enhance ASN engagement, and encourage job satisfaction, as well as achieve organizational goals effectively. Adaptive leaders who can face change and challenges create a sense of security and stability for ASN, thereby reducing stress and increasing productivity (Bantam et al., 2024). By rewarding team members' contributions and involving ASN in the change process, inspirational leaders strengthen ASN's self-confidence, which in turn increases their job satisfaction in the long term (Bonau, 2017).

The results of this study reinforce the findings of previous research (Kuswanto et al., 2024; Sappara et al., 2023) which show that leadership influences employee satisfaction. This also supports the findings of research (Sunatar, 2023) conducted at the Ministry of Religious Affairs Office of West Papua Province, where agile leadership influences the performance of civil servants.

Inspirational Leadership not Impact toward Performance of Civil Servants

The results of the analysis of the direct effect of inspirational leadership on ASN performance can be seen in Table 8. The calculation results show that inspirational leadership does not have a direct effect on ASN performance, with a probability value of 0.327, which is greater than 0.05, and a t-value of 0.980, which is less than 1.96, with a path coefficient of -0.059. Therefore, ASN performance cannot be directly influenced by inspirational leadership, and the direction of the relationship is negative, indicating that although an inspirational leader can provide

a motivating vision and direction, this influence does not always directly affect ASN performance improvement. The performance of ASN, even under an inspiring leader, remains hindered by stronger external or internal factors, so the impact of inspirational leadership on performance may not always be directly observed.

Inspirational leadership in Rokan Hulu Regency plays an important role in creating a work environment that supports ASN productivity and enthusiasm, although it does not have a direct effect on ASN performance. An inspirational leader can provide a clear vision, build strong relationships with the team, and create a positive work culture. This increases ASN's commitment, responsibility, and dedication to their work. Furthermore, leaders who care about ASN welfare and provide constructive feedback can enhance ASN's sense of being valued, which has a positive impact on their motivation and performance (Bantam et al., 2024; Fathurrahman et al., 2024; Sundari et al., 2022).

Inspirational leadership also encourages innovation and creativity among ASN by creating a supportive work climate. Leaders who provide freedom and trust for innovation will strengthen ASN's sense of ownership of the organization and increase their involvement in decision-making. This creates an inclusive and productive work atmosphere, which in turn enhances ASN performance and supports regional development success. By creating a harmonious work environment, inspirational leaders not only improve ASN performance but also contribute to the quality of public services and government effectiveness in Rokan Hulu Regency (Bantam et al., 2024). Therefore, inspirational leadership provides a foundation for ASN to accomplish their tasks and responsibilities efficiently, which also impacts the achievement of government and national development goals (Fahmi, 2017; Kabdiyono et al., 2024).

Job Satisfaction toward Performance of Civil Servants

The results of the analysis of the direct effect of job satisfaction on ASN performance can be seen in Table 8. The calculation results show that job satisfaction has a significant positive effect on ASN performance, with a probability value of 0.000, which is less than 0.05, and a t-value of 10.137, which is greater than 1.96, with a path coefficient of 0.558. Therefore, ASN performance can be directly influenced by job satisfaction, and the relationship is positive, meaning that the higher the job satisfaction felt by ASN, the better their performance will be. It is important to create a work environment that supports well-being and job satisfaction, so ASN feels more valued and motivated to contribute more effectively.

Job satisfaction has a significant impact on the performance of the State Civil Apparatus (ASN) in Rokan Hulu Regency. When ASN are satisfied with their work, whether in terms of the work environment, rewards, or relationships with colleagues, they are more likely to be motivated to work better. High job satisfaction encourages ASN to be more committed and take greater responsibility for their work. In addition, rewards provided by superiors and a conducive work environment significantly influence job satisfaction, which in turn improves the quality and efficiency of ASN performance (Rahma et al., 2024; Sutrisno, 2019; Handoko, 2020).

Apart from rewards and the work environment, career development and work-life balance also affect ASN job satisfaction. ASN who have the opportunity to develop, whether through training or promotion, tend to be more satisfied and motivated to work better. High job satisfaction is also associated with ASN loyalty to the organization and enhances work efficiency. When ASN feel valued and given the opportunity to grow, they are more likely to remain committed for a longer period and make maximum contributions to their duties, which ultimately leads to better performance and contributes to achieving regional development goals (Akbar & Frinaldi, 2024; Madhani et al., 2024). Therefore, improving ASN job satisfaction through factors such as good leadership and a conducive work environment plays a direct role in enhancing performance, which will contribute to the effectiveness of the bureaucracy and the achievement of national development goals (Zam Zam, 2024; Rahmawati & Hermawati, 2024).

Job Satisfaction Mediates the Relationship Between Inspirational Leadership the Performance of Civil Servants

The indirect effect will explain the impact of inspirational leadership on ASN performance through job satisfaction. The results of the study in Table 9 show that inspirational leadership affects ASN performance through organizational commitment, with a probability value of 0.000, which is less than 0.05, and a t-value of 7.374, which is greater than 1.96, with a path coefficient of 0.291. This means that ASN performance can be indirectly influenced by inspirational leadership through job satisfaction by 0.291 or 29.1%, and the relationship is positive. This indicates that an inspirational leader is capable of providing a clear vision, motivation, and direction, which in turn enhances ASN job satisfaction. When ASN feel valued, motivated, and supported by their leaders, their job satisfaction increases. High job satisfaction then becomes a key driver for ASN to work better and more efficiently, which directly impacts the improvement of performance.

Table 9. Hypothesis Testing Result -Indirect

Indirect Effects	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Explanation
Inspirational Leadership_X -> Job Satisfaction_Y1 -> Servant Performance_Y2	0.291	0.297	0.039	7.374	0.000	H4: Positive Influence

Source: Processed data (2024)

Job satisfaction plays a key role in mediating the relationship between inspirational leadership and the performance of the State Civil Apparatus (ASN) in Rokan Hulu Regency. An inspirational leader can create a supportive work environment, motivate ASN to work better, and enhance their work enthusiasm. For leadership to have a direct impact on ASN performance, it is important for ASN to feel satisfied with their jobs. Job satisfaction, which stems from a positive work environment, support from leaders, and recognition of ASN contributions, acts as a mediator that boosts ASN motivation and performance (Fahmi, 2017; Bantam et al., 2024). Inspirational leadership also provides opportunities for ASN to develop through training and promotions, further increasing job satisfaction and positively impacting their performance.

Job satisfaction is also closely related to ASN's sense of responsibility toward their work. When ASN feel valued and supported by their leaders, they become more responsible in carrying out their duties. Inspirational leaders create a harmonious work atmosphere and reduce the stress faced by ASN, thereby increasing productivity and work quality. A positive work environment, which fosters confidence and appreciation, strengthens cooperation among ASN and motivates them to collaborate better, which is essential in achieving regional development goals. With high job satisfaction, ASN can focus more on their tasks and contribute to the achievement of organizational goals (Kabdiyono et al., 2024; Zam Zam, 2024).

Job satisfaction, mediated by inspirational leadership, also contributes to increased loyalty and commitment of ASN to the organization. ASN who feel satisfied and inspired by their leaders are more likely to be loyal and enthusiastic about contributing to common goals. High job satisfaction also encourages ASN to work more productively and innovatively, which leads to better performance. In Rokan Hulu Regency, inspirational leadership that supports and motivates ASN creates a more dynamic work environment, improves the quality of public services, and accelerates the achievement of regional development goals (Fahmi, 2017; Bantam et al., 2024).

5. CONCLUSION

In conclusion, this study aimed to explore the performance issues of the State Civil Apparatus (ASN) in Rokan Hulu Regency, despite ongoing bureaucratic reforms. The results of the study indicate that inspirational leadership significantly influences job satisfaction, which in turn positively affects ASN performance. While inspirational leadership does not directly impact ASN performance, it creates a supportive work environment that enhances job satisfaction, motivating

ASN to work more efficiently and improve their performance. Job satisfaction serves as a mediator, strengthening the relationship between inspirational leadership and ASN performance. In the future, to enhance ASN performance, strengthening inspirational leadership should be a key focus. Providing leadership training, improving ASN welfare, and offering career development opportunities will further increase job satisfaction and consequently, ASN performance. Additionally, transparency in performance evaluations and strengthening reward systems based on ASN achievements will contribute to effective bureaucratic reform and support regional development goals.

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