

Effect Of Political Will Perception And Executive Job Satisfaction Toward Managerial Performance

Ahmad Rifa'i¹, Syamsurijal Tan², Edward³, Zulfina Adriani⁴

¹ Fakultas Ekonomi dan Bisnis, Universitas Islam Indragiri,

^{2,3,4} Fakultas Ekonomi dan Bisnis, Universitas Jambi

Email: ¹rifaisulasin@gmail.com, ²Syamsurijal_tan@unja.ac.id, ³edwardlempo@gmail.com, ⁴zulfina_adriani@unja.ac.id.

ARTICLE INFO

Research Paper

Article history:

Received: 23 July 2022

Revised: 31 August 2022

Accepted: 8 September 2022

HOW TO CITE

RIFA'I, A., Tan, S., Edward, E., & Adriani, Z. (2022). Effect of Political Will Perception and Executive Job Satisfaction Toward Managerial Performance. *International Journal of Law Policy and Governance*, 1(1), 48–59. <https://doi.org/10.54099/ijlpg.v1i1.290>

ABSTRACT

Purpose – This study aims to determine the effect of executive job satisfaction on managerial performance through political will perception, to determine the effect of political will perception on managerial performance and to determine the effect of executive job satisfaction on managerial performance.

Methodology/approach – A This research is a quantitative research using WarPls 07 to process the data. This research was conducted at the Government of Indragiri Hilir Regency, Riau Province, Indonesia. The sampling technique used is probability sampling with proportionate stratified random sampling. The sample was calculated using the Herry King Nomogram Table with an error rate of 5% where 135 respondents were selected.

Findings – concluded that executive job satisfaction has a positive effect on managerial performance. The effect of political will perception on managerial performance. Thus, it can be concluded that the political will perception has a positive effect on managerial performance. Testing the effect of executive job satisfaction on the political will perception. Thus, it can be concluded that executive job satisfaction has a positive effect on political will perception. Testing the effect of executive job satisfaction on managerial performance through the political will perception. Thus, it can be concluded that the political will perception can mediate the effect of executive job satisfaction on managerial performance.

Novelty/value – As executive job satisfaction increases managerial performance through the political will perception and its effect is significant.

Keywords: Managerial Performance, Political Will Perception, and Executive Job Satisfaction

This work is licensed under a Creative Commons Attribution-Non Commercial 4.0 International License.

INTRODUCTION

In the Performance Report of the Indragiri Hilir Regency Government Agencies in 2020 there are still reports in the category of less than 50.00 – 64.99% and very poor category of 0 – 49.99, the percentage of achievements in the category of less. When discussing the success or failure of a

Government we often hear that a lack of Political Will affects it Post et al., (2010), Treadway et al., (2005), Kapoutsis et al., (2017) The importance of the political will variable cannot also be ignored in achieving organizational and individual organizational performance goals, as evidenced by research Harris et al., (2007) political will affects efficiency JN Harris et al., (2016) Individuals who have high political skills show a positive linear relationship with work outcomes as political will increases. There are not many supporting studies to prove it empirically related to the issue of political will and managerial performance. The debate of new researchers is limited to the definition and construction as well as the measurement of political will, political behavior and political skills. In the implementation and associated with the situation and factual conditions within the Indragiri Hilir district government related to job satisfaction of echelon II and III officials and the leadership of the regional head successfully summarized from m.goriau.com, ideriau.com, www.bualbual.com, www.indragirione.com, that in the period 2015 to 2020 there were echelon II and III officials who responded to exits, it was recorded that 3 echelon II and III officials resigned and 1 Regional Secretary. The exit response directs behavior to leave the organization, including reaching a new position and resigning. The exit response is one of the effects of satisfied and dissatisfied workers Robbins, (2019). There are differences of opinion regarding the direct effect of job satisfaction on performance, job satisfaction has a significant effect on performance, employee job performance, lecturers, managerial performance, organizational performance Wijaya & Carolina, (2020) Wright & Bonett, (2007) Hendri, (2019) Zainal Arifin, Nazieb Nirwanto, (2019) Febriantoro & Juariyah, (2018) Ratnasari et al., (2020) Berliana et al., (2018) Syardiansah et al., (2020) Setiawati & Dwi Ariani, (2020) Bakan et al., (2014) Sutjitra, (2015) Sangadji & Sopiah, (2013) Rifa'i & Hendriani, (2017) Widiawati & Yanuar RS, (2019) Ezeanyim & Ufoaroh, (2019) Latifi et al., (2013). Job satisfaction has no significant effect on employee performance Husein & Hanifah, (2019) Hidayati, (2016) Job satisfaction depends more on performance than on causing it Edward E. Lawler, (1967). Based on the theory and facts above, a very interesting question arises about the objective condition of human resources. Furthermore, it is also interesting to ask questions about managerial performance, political will, and job satisfaction. Because, like the facts above, political will and job dissatisfaction have an influence on managerial performance.

There have not been many supporting studies to prove it empirically related to the issue of political will and managerial performance so far, researchers such as Kapoutsis et al., (2017), Brinkerhoff, (2000), Derick W. Brinkerhoff, (2010), Post et al., (2010), Mintzberg, (1984) There has only been a debate about the definition and construction of political will, but further efforts have been made JN Harris et al., (2016), KJ Harris et al., (2007) which finds political will affects efficiency, then a linear relationship is also found JN Harris et al., (2016) Political will affects work results. So far, researchers have not found how political will perception influences managerial performance

The issue of job satisfaction and managerial performance has been proven by many researchers empirically, but as far as the authors are concerned, there are still differences of opinion regarding the direct effect of job satisfaction on performance such as research Husein & Hanifah, (2019) Hidayati, (2016) the results of job satisfaction research have no significant effect on performance, Edward E. Lawler, (1967) stated that job satisfaction depends more on performance than on causing it

Based on the limitations of previous studies, this study intends to determine the effect of executive job satisfaction on managerial performance through perceptions of political will, to determine the effect of perceived political will on managerial performance and to determine the effect of executive job satisfaction on managerial performance.

LITERATURE REVIEW

When discussing the success or failure of a Government we often hear that a lack of Political Will affects it Post et al., (2010), Treadway et al., (2005), Kapoutsis et al., (2017). JN Harris et al., (2016) Individuals who have high political skills show a positive linear relationship with work outcomes as political will increases. In contrast, individuals with low political skills show an inverted U-shaped curved distribution. Individuals with low political skills, after reaching context-specific inflection points, see increasingly negative outcomes as political will increases. This proposition provides the basis for continuing work on these two constructs, especially in relation to their empirical testing. However, there are not many supporting studies to prove it empirically, so researchers agree with Post et al., (2010) about the ambiguity of what this term means. 'Political will' is generally used as an all-encompassing concept, the meaning of which is so vague that it does little to enrich our understanding of the political process and policy. However, there are some researchers who are trying to make it a useful analytical tool such as Brinkerhoff, (2000) and Kpundeh & D, (2000) more looking at political will and linking it with anti-corruption. Post et al., (2010) make a sub-concept of political will Kapoutsis et al., (2017) make construct validity for political will from Mintzberg, Treadway et al., (2005) with the findings of political will, political behavior, and political skills and prove about the political will offered by Mintzberg, (1985) consists of intrinsic motivation and achievement needs affect political behavior. KJ Harris et al., (2007) in his paper *The Effect of Political Skills on Efficiency*, findings show that individuals who use high levels of tactics and who are politically skilled achieve more desirable supervisory ratings than those who use tactics but are not politically skilled. The opposite result found that politically unskilled individuals created a more desirable image in the eyes of their supervisors than their politically skilled counterparts when they did not use this tactic. This relationship is also normatively evident from the process of determining the APBD. According to the provisions of Article 104 of the Minister of Home Affairs No. 13 of 2006, Furthermore, according to Article 108 paragraph (2) of the Minister of Home Affairs Number 13 of 2006.

StudyWright & Bonett, (2007) Job satisfaction predicts performance. The results of the study indicate that job satisfaction has a positive and significant effect on work performance Setiawati & Dwi Ariani, (2020). Study Hendri, (2019), M. & Durai, (2017) Job satisfaction has a significant effect on employee performance. The results showed a positive correlation between the dimensions of job satisfaction and employee performance both at the supervisory level and workers who work in the Automobile industry. Study Ahmad Rifa'i, Sri Indarti, Susi Hendriani, (2017) job satisfaction affects performance Zainal Arifin, Nazieb Nirwanto, (2019) prove the effect of job satisfaction on job performance. Study Bakan et al., (2014) Job satisfaction has a positive effect on job performance. Sangadji & Sopiah, (2013) states that job satisfaction has a significant effect on performance. Study Febriantoro & Juariyah, (2018) with the results of research job satisfaction has a positive and significant effect on employee performance. Research result Ratnasari et al., (2020) Job satisfaction has a significant effect on employee performance. Research result Widiawati & Yanuar RS, (2019) Job satisfaction has a high effect on managerial performance. Job satisfaction also has a significant effect on employee performance based on research results Sutjitra, (2015). Research result Ezeanyim & Ufoaroh, (2019) there is a linear relationship between job satisfaction with a proxy for employee performance, namely employee morale. Research result Latif et al., (2013) shows that there is a positive correlation between job satisfaction and organizational performance. Platis et al., (2015) there is a relationship between job satisfaction and job performance. Work units that develop and progress always need employees who have reliable performance. According to Syardiansah et al., (2020) Job satisfaction has a positive and significant effect on employee performance. Wood & Ogbonnaya, (2018) said that "one of the three alternatives of view that satisfactorily causes performance (S - P)". Wood et. al. More exemplifying the argument "if job satisfaction causes high levels of performance, the message to managers is quite simple: to increase people's work performance, make them happy". Furthermore, to strengthen the effect of job satisfaction on the performance of Wood et.al. citing the opinion of Robbins who mentions evidence that: relationship is more likely for professional people of high-level employees on professionals or those at lower levels. McShane & von Glinow, (2013) asserts that "one of the oldset

beliefs in the business is that a happy worker is a productive worker". This means that someone will be happy when he is productive in the business world.

Managerial Performance

From various managerial performance concepts, researchers define managerial performance as an outcome resulting from a managerial function and role. In this study, researchers used 2 dimensions of managerial performance based on the roles and functions of managers:

1. Manager function of Mintzbergh, (1989) planning (planning), organizing (organizing), directing (actuating) and monitoring (controlling). The manager's function has the following indicators: Planning, (setting goals, achieving goals, anticipating future conditions, alternative actions carrying out plans and evaluating results) Organizing, (organizational structure, division of work, HR placement, reporting relationships, communication linkages) Actuating (Creation of business inspiration, Achievement of work enthusiasm, Communication of vision) Controlling (Confidence in achieving results, Performance measurement, Corrective action)
2. Manager Role Mintzbergh, (2010) John R. Schermerhorn, (2012) Interpersonal roles, Informational roles, Decisional roles. The Manager's role has the following indicators: Interpersonal role (There are people who are assigned, The creation of work motivation, The creation of working relationships). Informational roles (Monitoring, Mentioning information, Implementing communication). Decisional roles (Have an entrepreneurial spirit, Ability to overcome difficulties, Negotiation skills)

Political Will Perception

Based on the results of research Post et al., (2010) which defines political will as "the extent to which support commitments among key decision makers for a particular policy solution to a particular problem". with the sub-conceptual commitment to support in accordance with the function of the DPRD, the author defines the perception of political will as "perception of the commitment to support DPRD members in accordance with the legislative function, budget function and supervisory function. The dimensions and indicators of the perception of political will with the definition of commitment to support DPRD members according to their functions are: (1). Legislative support commitment (Accommodating various interests, Determining how development in the region is carried out), (2). Budget support commitment (Active involvement, Proactive involvement, Inactive involvement) reactive) (3). Commitment to Supervision support (Ensuring goals can be achieved effectively, Ensuring goals can be achieved efficiently, Reviewing and suggesting corrective actions)

Executive Job Satisfaction

Based on the concept of job satisfaction described, in this study the definition of executive job satisfaction is the general attitude and feeling of an executive on his work. then the basis for executive job satisfaction theory in this study refers to the opinion of Robert Kreitner. Angelo Kinicki, (2014). With the six dimensions of job satisfaction as a reference in the operationalization of variables: (1) activity (activity), 2) compensation (compensation) (3) independence (independence), 4) recognition, 5) social service. , and 6) social status (social status).

METHOD

This research using quantitative methods. Data processing and hypothesis testing using WarPLS version 7.0. This research was conducted at the Government of Indragiri Hilir Regency, Riau Province, Indonesia. The sampling technique used is probability sampling with proportionate stratified random sampling. The sample was calculated using the Herry King Nomogram Table with an error rate of 5% where 135 respondents were selected

RESULT AND DISCUSSION

Characteristics of Respondents

Sample in this study were 135 people who became respondents in this study. The sample in this study were echelon II and III officials at the Indragiri Hilir Regency Government, Riau Province, Indonesia. In this study, respondents were divided into several characteristics as follows:

Table1: Characteristics of Respondents

Data		Frequency	Percentage (%)
Gender	Male	102	75.5%
	Woman	33	24.4%
	Total	135	100%
Age	34 -38	35	25.9%
	39 – 43	40	29.7%
	44 – 48	20	14.8%
	49 – 53	25	18, 5%
	54 – 58	15	11.1%
	>59	0	0
	Total	135	100
Length of work	12 – 18	45	33.3%
	19 – 25	35	25.9%
	26 – 32	30	22.3%
	33 – 39	25	18.5%
	>40	0	0
	Total	135	100

From table 1. above, it can be seen that the respondents were dominated by men, namely 102 people with a percentage of 75.5%, while women were 33 people with a percentage of 24.4%. the age of respondents is 34-38 years, namely 35 people with a percentage of 25.9%, then respondents aged 39-43 years as many as 40 people with a percentage of 29.7%, then respondents aged 44-48 years as many as 20 people with a percentage of 14.8% , , then respondents aged 49 - 53 years as many as 25 people with a percentage of 18.5%, then respondents aged 54 - 58 years as many as 15 people with a percentage of 11.1%, there are no respondents over 59 years. Then the category of years of work 12-18 years as many as 45 people with a percentage of 33.3%, years of work 19-25 years totaling 35 people with a percentage of 25.9%,

Outer Model Evaluation (Measurement Model)

Outer model or measurement model that defines how each indicator block relates to its latent variable. The design of the measurement model by drawing latent variables and filling them with indicators of each latent variable (reflective or formative) based on the operational definition of the variable. The assessment of the outer model uses three methods, namely convergent validity, discriminant validity, and composite reliability. The results of the assessment of the outer model are the results of validity and reliability tests for each variable.

Convergent Validity

The first step is to test the indicators in the model to meet convergent validity. According to Hair in the book Sholihin & Ratmono (202), the condition for meeting convergent validity is that the loading value of each construct is > 0.70 and a significant $p < 0.05$. However, in some cases, loading requirements > 0.70 are not met, especially for newly developed questionnaires. Therefore, if the loading value is above 0.40-0.60, it is necessary to consider whether to maintain it or not. In most references a factor weight of 0.50 or more is considered to have strong enough validation to explain latent constructs Hair et al, (2010), Ghazali, (2008). Although some other references (Ferdinand, 2000) explain that the weakest loading that can be accepted is 0,40.

Table 2. convergent validity which can be seen in the combined loadings and cross loadings output after several statements have been issued/deleted

Items	Y	M	X	Type (as defined	SE	P Value	Information
KM1	0.648	0.072	-0.314	Reflect	0.074	<0.001	Valid
KM2	0.509	-0.009	-0.118	Reflect	0.076	<0.001	Valid
KM3	0.600	0.151	0.120	Reflect	0.075	<0.001	Valid
KM4	0.617	-0.170	0.123	Reflect	0.074	<0.001	Valid
KM5	0.750	0.071	0.054	Reflect	0.072	<0.001	Valid
KM6	0.615	0.246	0.145	Reflect	0.075	<0.001	Valid
KM9	0.535	-0.097	0.287	Reflect	0.076	<0.001	Valid
KM10	0.629	0.012	0.220	Reflect	0.074	<0.001	Valid
KM11	0.706	-0.047	-0.179	Reflect	0.073	<0.001	Valid
KM12	0.636	-0.122	0.112	Reflect	0.074	<0.001	Valid
KM13	0.752	-0.049	-0.012	Reflect	0.072	<0.001	Valid
KM14	0.729	0.007	-0.005	Reflect	0.073	<0.001	Valid
KM15	0.485	0.018	0.057	Reflect	0.077	<0.001	Valid
KM16	0.745	-0.011	-0.015	Reflect	0.072	<0.001	Valid
KM17	0.737	0.096	-0.296	Reflect	0.072	<0.001	Valid
KM18	0.681	0.000	-0.152	Reflect	0.073	<0.001	Valid
KM19	0.438	-0.172	-0.079	Reflect	0.078	<0.001	Valid
KM20	0.532	-0.044	0.145	Reflect	0.076	<0.001	Valid
KM21	0.754	-0.004	-0.210	Reflect	0.072	<0.001	Valid
KM23	0.572	-0.026	0.321	Reflect	0.075	<0.001	Valid
PW1	-0.303	0.760	0.177	Reflect	0.072	<0.001	Valid
PW2	-0.047	0.668	0.076	Reflect	0.074	<0.001	Valid
PW3	0.118	0.862	-0.243	Reflect	0.070	<0.001	Valid
PW4	0.155	0.774	-0.356	Reflect	0.072	<0.001	Valid
PW5	-0.042	0.857	-0.196	Reflect	0.070	<0.001	Valid
PW6	-0.197	0.543	0.163	Reflect	0.076	<0.001	Valid
PW7	0.057	0.727	0.258	Reflect	0.073	<0.001	Valid
PW8	0.209	0.770	0.084	Reflect	0.072	<0.001	Valid
PW9	-0.042	0.447	0.285	Reflect	0.078	<0.001	Valid
KKM2	0.678	-0.050	0.489	Reflect	0.077	<0.001	Valid
KKM3	-0.076	-0.158	0.614	Reflect	0.075	<0.001	Valid
KKM4	-0.007	0.251	0.682	Reflect	0.073	<0.001	Valid
KKM5	-0.084	0.070	0.690	Reflect	0.073	<0.001	Valid
KKM6	-0.092	-0.042	0.463	Reflect	0.077	<0.001	Valid
KKM7	0.255	-0.241	0.688	Reflect	0.073	<0.001	Valid
KKM8	0.048	-0.264	0.696	Reflect	0.073	<0.001	Valid
KKM9	0.420	-0.104	0.519	Reflect	0.076	<0.001	Valid
KKM10	-0.009	0.198	0.673	Reflect	0.074	<0.001	Valid
KKM11	-0.328	0.120	0.609	Reflect	0.075	<0.001	Valid
KKM12	0.048	-0.195	0.606	Reflect	0.075	<0.001	Valid
KKM13	0.216	-0.034	0.580	Reflect	0.075	<0.001	Valid
KKM14	-0.303	0.173	0.647	Reflect	0.074	<0.001	Valid
KKM15	-0.320	0.074	0.598	Reflect	0.075	<0.001	Valid
KKM16	-0.477	0.221	0.541	Reflect	0.076	<0.001	Valid
KKM17	0.150	-0.086	0.708	Reflect	0.073	<0.001	Valid
KKM18	0.070	-0.027	0.732	Reflect	0.073	<0.001	Valid
KKM19	0.199	0.086	0.688	Reflect	0.073	<0.001	Valid

KKM20	-0.255	0.002	0.801	Reflect	0.071	<0.001	Valid
-------	--------	-------	-------	---------	-------	--------	-------

Based on Table 2, it can be seen that there are no statements with loadings less than 0.40 after the KM.7 statement is deleted. KM.8, KM22, KM.24, and KKM1, so that based on the table the listed indicators can be used. Furthermore, to further prove and convince again, it can be seen in the Output values of AVE and Composite Reliability

Based on the table, it can be seen that there is no correlation with indicators whose value is smaller than the correlation of variables with other indicators. So it can be interpreted that discriminant validity has been met.

Discriminant Validity

The discriminant validity test can be seen from the Average Variant Extracted (AVE) value > 0.5 , then the Average Variant Extracted (AVE) value can be seen in table 4. The output of the latent variable coefficient is as follows:

Table.3. Output Latent Variable coefficient

	Y	M	X
R-squared coefficients	0.351	0.401	
Adjusted R-squared coefficients	0.341	0.397	
Composite reliability coefficients	0.932	0.906	0.928
Cronbach's alpha coefficient	0.922	0.880	0.917
Average variances extracted	0.410	0.524	0.408
Full collinearity VIFs	1.328	1,743	1,765
Q-squared coefficients	0.352	0.400	

Based on Table 3, it can be seen that not all AVE values are above 0.50. The minimum recommended AVE value is 0.5 (Fornell and Lacker, 1981 in Sholihin and Ratmono, 2013:73). The variables whose values are below 0.50 are managerial performance variables, and managerial job satisfaction, while political will is already above 0.50, but in the case of AVE it is less than 0.5 but the composite reliability (CR) is higher than 0.6, namely of 0.900, then the convergent validity of the construct is still adequate (Fornell & Larcker, 1981).

Composite Reliability

Composite Reliability Values for Variables The variables in this study can be calculated based on the results of the calculation of the Latent Output Variable coefficient, Composite Reliability Testing can be seen from the Composite Reliability (AVC) value and Cronbach's alpha coefficient > 0.7 .

Table 4. Latent Variable Coefficient

Composite reliability coefficients	0.932	0.906	0.928
Cronbach's alpha coefficient	0.922	0.880	0.917

Based on Table 4, it can be seen that composite reliability and Cronbach's alpha for each variable are already greater than 0.70. This shows that all variables are reliable or can be relied upon as variables. It can be concluded that all construct variables meet the reliability requirements, and can be analyzed further.

Structural Model Evaluation (Inner Model) Coefficient Determination

Based on Table 5, it is known that the fit and quality indices model for all criteria meets the requirements so that the research model can be used as an analysis

Table 5. Test Results of Fit and Quality Indices Model

No	Model Fit and Quality Indices	Fit Criteria
1	Average path coefficient (APC)=0.432, P<0.001	P<0.05
2	Average R-squared (ARS)=0.376, P<0.001	P<0.05
3	Average adjusted R-squared (AARS)=0.369, P<0.001	P=0.14
4	Average block VIF (AVIF)=1.539, acceptable if ≤ 5 , ideally ≤ 3.3	Acceptable if ≤ 5 , ideally ≤ 3.3
5	Average full collinearity VIF (AFVIF)=1.612, acceptable if ≤ 5 , ideally ≤ 3.3	Acceptable if ≤ 5 , ideally ≤ 3.3
6	Tenenhaus GoF (GoF)=0.410, small ≥ 0.1 , medium ≥ 0.25 , large ≥ 0.36	small ≥ 0.1 , medium ≥ 0.25 , large ≥ 0.36
7	Sympson's paradox ratio (SPR)=1.000, acceptable if ≥ 0.7 , ideally = 1	Acceptable if ≥ 0.7 , ideally = 1
8	R-squared contribution ratio (RSCR)=1.000, acceptable if ≥ 0.9 , ideally = 1	Acceptable if ≥ 0.9 , ideally = 1
9	Statistical suppression ratio (SSR)=1.000, acceptable if ≥ 0.7	Acceptable if ≥ 0.7
10	Nonlinear bivariate causality direction ratio (NLBCDR)=1.000, acceptable if ≥ 0.7	Acceptable if ≥ 0.7

Hypothesis Testing

To find out whether there is a significant (significant) relationship or influence between exogenous variables directly on endogenous variables, it can be seen in table 6 path coefficient & P Value

Table 6. Path Coefficient & P Value

Path Coefficient			
	Y	M	X
Y		0.389	0.272
M			0.633
P Values			
	Y	M	X
Y		<0.001	<0.001
M			<0.001

Effect of Executive Job Satisfaction on Managerial Performance

Based on the test results in Table 6, it is known that the estimated parameter for testing the effect of executive job satisfaction on managerial performance has a beta coefficient of 0.272 and a p value of <0.001. The beta coefficient value of 0.272 indicates a positive direction with a P-value of <0.001 which is smaller than the sig level of 0.05 (significant). Thus it can be concluded that executive job satisfaction has a positive effect on managerial performance (Hypothesis 1 is accepted).

The Influence of Political Will perception on Managerial Performance

Based on the test results in Table 6, it is known that the estimated parameter for testing the effect of perceived political will perception on managerial performance has a beta coefficient of 0.389 and a p value of <0.001. The beta coefficient value of 0.389 indicates a positive direction with a P-value of <0.001 which is smaller than the sig level of 0.05 (significant). Thus it can be concluded that the political will perception has a positive effect on managerial performance (Hypothesis 2 is accepted).

Effect of Executive Job Satisfaction on Political Will Perception

Based on the test results in Table 6, it is known that the estimated parameter for testing the effect of executive job satisfaction on the political will perception has a beta coefficient of 0.633 and a p value of <0.001. The beta coefficient value of 0.633 indicates a positive direction with a P-value of <0.001 which is smaller than the sig level of 0.05 (significant). Thus, it can be concluded that executive job satisfaction has a positive effect on political will perception (Hypothesis 3 is accepted).

To find out whether there is a significant (significant) relationship or influence between exogenous variables indirectly on endogenous variables, it can be seen in table 8 indirect and total effect.

Table. 7 Indirect and total Effect

Indirect effects for paths with 2 segments			
	Y	M	X
Y			0.246
Number of paths with 2 segments			
	Y	M	X
Y			1
P values of indirect effects for paths with 2 segments			
	Y	M	X
Y			<0.001

The Effect of Executive Satisfaction on Managerial Performance Through Political Will Perception

Based on Table 7, it can be seen that the indirect effect of X executive job satisfaction on managerial performance Y through the political will perception M has a beta coefficient of 0.246 with p value <0.001 smaller than the sig level of 0.05. A positive beta coefficient with a significance level of less than 0.05 indicates that executive job satisfaction increases managerial performance through the political will perception and the effect is significant. Thus, it can be concluded that the political will perception can mediate the effect of executive job satisfaction on managerial performance.

CONCLUSION

The effect of executive job satisfaction on managerial performance has a beta coefficient of 0.272 and a p value of <0.001. The beta coefficient value of 0.272 indicates a positive direction with a P-value of <0.001 which is smaller than the sig level of 0.05 (significant). Thus it can be concluded that executive job satisfaction has a positive effect on managerial performance

The effect of political will perception on managerial performance has a beta coefficient of 0.389 and a p value of <0.001. The beta coefficient value of 0.389 indicates a positive direction with a P-value of <0.001 which is smaller than the sig level of 0.05 (significant). Thus, it can be concluded that political will perception has a positive effect on managerial performance

Testing the effect of executive job satisfaction on the political will perception has a beta coefficient of 0.633 and a p value of <0.001. The beta coefficient value of 0.633 indicates a positive direction with a P-value of <0.001 which is smaller than the sig level of 0.05 (significant). Thus, it can be concluded that executive job satisfaction has a positive effect on political will perception

Testing the effect of executive job satisfaction on managerial performance through the political will perception has a beta coefficient of 0.246 with a p value <0.001 which is smaller than the sig level of

0.05. A positive beta coefficient with a significance level of less than 0.05 (Significant) indicates that executive job satisfaction increases managerial performance through the political will perception and the effect is significant. Thus, it can be concluded that the political will perception can mediate the effect of executive job satisfaction on managerial performance..

ACKNOWLEDGMENT

Thank you for helping in research as well as studies, as advisors, proofreaders and suppliers of reading materials, these meritorious persons are:

Syamsurijal Tan. is Professor at the Faculty of Economics and Business, Jambi University, his field of study is Development Economics. In addition, he is often a consultant to government and private institutions in Indonesia on economic, social, and political issues.

Edward is Associate Professor at the Faculty of Economics and Business, Jambi University. His research interests are Human Resource Management, Organizational Behavior

Zulfina Adriani is Associate Professor at the Faculty of Economics and Business, University of Jambi. Areas of research interest include Human Resource Management and Organizational Behavior

REFERENCES

- Ahmad Rifa'i, Sri Indarti, Susi Hendriani, R. com. (2017). EFFECT OF ORGANIZATION CULTURE, MOTIVATION AND JOB SATISFACTION TOWARD PERFORMANCE OF LECTURES OF INDRAGIRI ISLAMIC UNIVERSITY TEMBILANAN. *IJournals: International Journal of Social Relevance & Concern*, 5(6), 18–30. <https://ijournals.in/ijsrc-volume-5-issue-6/>
- Bakan, I., Buyukbese, T., Ersahan, B., & Sezer, B. (2014). Effects of Job Satisfaction on Job Performance and Occupational Commitment. *International Journal of Management & Information Technology*, 9(1), 1472–1480. <https://doi.org/10.24297/ijmit.v9i1.668>
- Berliana, M., Siregar, N., & Gustiana, H. D. (2018). The model of job satisfaction and employee performance. *International Journal of Economic Research*, 8(6), 41–46.
- Brinkerhoff, D. W. (2000). Assessing political will for anti-corruption efforts: An analytic framework. *Public Administration and Development*, 20(3), 239–252. [https://doi.org/10.1002/1099-162X\(200008\)20:3<239::AID-PAD138>3.0.CO;2-3](https://doi.org/10.1002/1099-162X(200008)20:3<239::AID-PAD138>3.0.CO;2-3)
- Derick W. Brinkerhoff. (2010). Unpacking the concept of political will to confront corruption. *U4 Brief*, 1.
- Edward E. Lawler, L. W. P. (1967). The effect of leadership on job satisfaction. *Symposium: Human Behavior in Organization*, 29–56. https://doi.org/10.1007/978-3-319-14908-0_3
- Ezeanyim, E. E., & Ufoaroh, E. T. & A. (2019). The Impact of Job Satisfaction on Employee Performance in Selected Public Enterprise in Awka, Anambra State. *Journal of Management and Business Research: A Administration and Management*, 19(7), 11.
- Febriantoro, K., & Juariyah, L. (2018). Pengaruh Persepsi Dukungan Organisasi (Perceived Organizational Support) Dan Kepuasan Kerja Terhadap Kinerja Karyawan Tata Usaha Dan Keuangan Pabrik Gula. *Ekonomi Bisnis*, 23(2), 81–90.
- Harris, J. N., Maher, L. P., & Ferris, G. R. (2016). The roles of political skill and political will in job performance prediction: A moderated nonlinear perspective. *Handbook of Organizational Politics: Second Edition: Looking Back and to the Future*, 15–39. <https://doi.org/10.4337/9781784713492.00007>
- Harris, K. J., Zivnuska, S., Kacmar, K. M., & Shaw, J. D. (2007). The impact of political skill on impression management effectiveness. *Journal of Applied Psychology*, 92(1), 278–285.

- <https://doi.org/10.1037/0021-9010.92.1.278>
- Hendri, M. I. (2019). The mediation effect of job satisfaction and organizational commitment on the organizational learning effect of the employee performance. *International Journal of Productivity and Performance Management*, 68(7), 1208–1234. <https://doi.org/10.1108/IJPPM-05-2018-0174>
- Hidayati, T. ; R. (2016). The Effect On The Job Satisfaction Organization, Performance Of Employees Commitment, And Service Performance. *Kinerja : Jurnal Ekonomi Dan Manajemen*, 13(1), 1–12.
- Husein, N. M., & Hanifah, H. (2019). *The Effect of Job Satisfaction on Employee Performance Through Coaching as Intervening Variables in Banjarmasin Government*. 64, 830–836. <https://doi.org/10.2991/piceeba2-18.2019.72>
- Jhon R. Schemerhorn, J. (2012). *EXPLORING MANAGEMENT*. Jhon Wiley & Sons, Inc.
- Kapoutsis, I., Papalexandris, A., Treadway, D. C., & Bentley, J. (2017). Measuring Political Will in Organizations: Theoretical Construct Development and Empirical Validation. *Journal of Management*, 43(7), 2252–2280. <https://doi.org/10.1177/0149206314566460>
- Kpundeh, S. J., & D, P. (2000). CORRUPTION AND CORRUPTION CONTROL IN AFRICA Sahr J. Kpundeh, Ph.D 1. *World*, 1–26.
- Latif, M. S., Mushtaq, A., Muhammad, Q., Ferdoos, A., & Hummayoun, N. (2013). Impact of employee ' s job satisfaction on organizational performance . *European Journal of Business and Management*, 5(5), 166–171.
- Latifi, M., Pour, S., Hoseini, Z., & Heidari, M. A. (2013). The impact of servant leadership on trust in teams and team effectiveness. ... *Management Journal*. https://tmj.um.ac.ir/article_26842.html?lang=en
- M., Shaju., & Durai, S. (2017). A study on the impact of Job Satisfaction on Job Performance of Employees working in Automobile Industry, Punjab, India. *Journal of Management Research*, 9(1), 117. <https://doi.org/10.5296/jmr.v9i1.10420>
- McShane, S. Lattimore., & von Glinow, M. A. Y. (2013). *Organizational Behavior : Emerging Knowledge. Global Reality*. Mc Graw Hill Education.
- Mintzberg, H. (1984). Power and Organization Life Cycles. *Academy of Management Review*, 9(2), 207–224. <https://doi.org/10.5465/amr.1984.4277632>
- Mintzberg, H. (1985). The organization as political arena henry mintzberg. *Journal of Management Studies*, 22(2), 133–154.
- Mintzbergh, H. (1989). *Management Inside Our Strange world of organizations*. The Free Press.
- Mintzbergh, H. (2010). *SIMPLY MANAGING*. Berrett-Koehler Publisher.
- Platis, Ch., Reklitis, P., & Zimeras, S. (2015). Relation between Job Satisfaction and Job Performance in Healthcare Services. *Procedia - Social and Behavioral Sciences*, 175, 480–487. <https://doi.org/10.1016/j.sbspro.2015.01.1226>
- Post, L. A., Raile, A. N. W., & Raile, E. D. (2010). Defining political will. *Politics and Policy*, 38(4), 653–676. <https://doi.org/10.1111/j.1747-1346.2010.00253.x>
- Ratnasari, S. L., Sutjahjo, G., & Adam. (2020). The effect of job satisfaction, organizational culture and leadership on employee performance. *Annals of Tropical Medicine and Public Health*, 23(13 A). <https://doi.org/10.36295/ASRO.2020.231329>
- Rifa'i, A., & Hendriani, S. (2017). *EFFECT OF ORGANIZATION CULTURE, MOTIVATION AND JOB SATISFACTION TOWARD PERFORMANCE OF LECTURESOF INDRAGIRI ISLAMIC UNIVERSITY TEMBILANAN*. www.ijournals.in
- Robbins, S. P. T. A. J. (2019). Essential of Organization Behavior. In *Pearson Education, Inc. or* (Vol. 53, Issue 9). <https://doi.org/10.1017/CBO9781107415324.004>
- Robert Kreitner. Angelo Kinicki. (2014). *Perilaku Organisasi*. Mc Graw Hill Education (Asia) and Salemba Empat.
- Sangadji, E. M., & Sopiah. (2013). The Effect of Organizational Culture On Lecturers' Job Satisfaction and Performance (A Research in Muhammadiyah University throughout East Java). *International Journal of Learning and Development*, 3(3), 1–18. <https://doi.org/10.5296/ijld.v3i3.3673>
- Setiawati, T., & Dwi Ariani, I. (2020). Influence of Performance Appraisal Fairness and Job Satisfaction

- through Commitment on Job Performance. *Review of Integrative Business and Economics Research*, 9(3), 133–152.
- Sutjitra, D. (2015). The Impact of Employee Job Satisfaction Towards Employee Job Performance at PT Y. *IBuss Management*, 3(2), 6.
- Syardiansah, S., Latief, A., Daud, M. N., Windi, W., & Suharyanto, A. (2020). The Effect of Job Satisfaction and Organizational Culture on Employee Performance of the Royal Hotel in East Aceh District. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 3(2), 849–857. <https://doi.org/10.33258/birci.v3i2.912>
- Treadway, D. C., Hochwarter, W. A., Kacmar, C. J., & Ferris, G. R. (2005). Political will, political skill, and political behavior. *Journal of Organizational Behavior*, 26(3), 229–245. <https://doi.org/10.1002/job.310>
- Widiawati, D., & Yanuar RS, T. (2019). Effect of Budget Participation on Managerial Performance Mediated By Job Satisfaction and Organizational. *Journal of Business Studies*, 04(1), 1–13.
- Wijaya, H., & Carolina, E. (2020). Measurement of the Effectiveness Strategy Is/It To Business Strategy With It Balanced Scorecard Method At Binus International Joseph Wibowo Center. ... *Journal of Technology Information*. <http://jurnal.kampuswiduri.ac.id/index.php/infoteh/article/view/72>
- Wood, S., & Ogonnaya, C. (2018). High-Involvement Management, Economic Recession, Well-Being, and Organizational Performance. *Journal of Management*, 44(8), 3070–3095. <https://doi.org/10.1177/0149206316659111>
- Wright, T. A., & Bonett, D. G. (2007). Job satisfaction and psychological well-being as nonadditive predictors of workplace turnover. *Journal of Management*. <https://journals.sagepub.com/doi/abs/10.1177/0149206306297582>
- Zainal Arifin, Nazieb Nirwanto, A. M. (2019). Improving the Effect of Work Satisfaction on Job Performance through Employee Engagement. *International Journal of Multi Discipline Science (IJ-MDS) Is Licensed Under*, 2(1), 101–111. <https://doi.org/10.17512/pjms.2019.19.2.08>