

The Influence Of Work Motivation, Job Satisfaction, And Work Commitment On Excellent Service And Performance Of Employee Secretariat Polewali Mandar, West Sulawesi

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ABSTRACT

Excellent service to bureaucrats is one of the biggest agendas in current government policy orientation. Efforts to improve the quality of this service start from work motivation, job satisfaction, and employee commitment to providing better service so that it has an impact on more optimal performance. Employees with basic tasks based on competence (skills, education, class) will have an impact on work motivation and high employee job satisfaction which fosters strong work commitment to achieve performance in quality and quantity. This research was conducted with the aim of (1) to test and analyze the effect of work motivation, job satisfaction, and work commitment on excellent service and performance of the Polewali Mandar regional secretariat staff, West Sulawesi, (2) to test and analyze the effect of excellent service on the performance of regional secretariat employees. Polewali Mandar West Sulawesi, (3) to examine and analyze the effect of work motivation, job satisfaction, and work commitment on the performance of the Polewali Mandar West Sulawesi Regional Secretariat Staff through excellent service. This study uses a quantitative and qualitative approach with primary data through a questionnaire of 120 respondents. The research was conducted from October 2021 to March 2022. Data were analyzed using the AMOS SEM Program. The results of this study indicate that: (1) work motivation has a positive and significant effect on excellent service, (2) employee satisfaction has a negative and insignificant effect on excellent service, (3) employee commitment has a positive and significant effect on excellent service, (4) Work motivation has a negative and significant effect on performance, (5) Employee job satisfaction has a positive and not significant effect on performance, (6) Work commitment has a positive and significant effect on employee performance, (7) Excellent service has a positive and significant effect on performance, (8) Employee motivation has a positive and significant effect on performance through excellent service, (9) Job satisfaction has a negative and insignificant effect on performance through excellent service, (10) Employee commitment has a positive and significant effect on performance through excellent service..

Keywords: Leadership Style, Islamic Motivation, Organizational Commitment, Job Satisfaction, and Performance.

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I. INTRODUCTION

Human resource management must be a driver of change in management practices in organizations. The increasingly intense competition requires organisations to provide higher service quality. Higher service quality must be supported by increased service quality in all parts of the organization, including SKPD – SKPD must provide services quickly, and right to the community. Improving the performance of employees working in various agencies is expected to improve service to the community. The problem of public service is one of the biggest phenomena in our country. Lower public trust and negative stigma against public bureaucracy. A government in which there is a bureaucracy should be tasked with serving the community easily but on the contrary, it is made difficult, fast but hindering so that people are lazy to deal with the bureaucracy (Al Asy Ari Adnan Hakim, 2021). Government bureaucracy has been the main focus lately because many see and feel that "government bureaucracy is sluggish, convoluted, inefficient, ineffective, making things difficult...". This statement is not 100% correct, but also not completely wrong. In essence, the bureaucracy requires reform so that it can play a role and function according to community expectations (Rindah, 2019). To overcome this problem of poor public services, it is necessary to reform the bureaucracy within the government to improve excellent service to the community. The poor image and performance of the government cannot be separated from the participation of the individuals involved in public services (government officials). Excellent service,

namely the provision of services to the community in a good, superior and quality (Professional) manner so that they can provide satisfaction to the community in an accountable and optimal manner (Mulyadi, 2016). According to Bintoro (2014), excellent service is a translation of the term 'excellent service' which means the best or very good service. According to him, the essence of public service is the provision of excellent service to the community which is the embodiment of the obligations of the government apparatus as public servants. Meanwhile, Mega Rorong (2020) says that good and quality service has implications for satisfaction in the community because the community directly evaluates the performance of the services provided.

The results of Reiny Irianti Poetri's research (2020) define the quality of service provided by employees as highly dependent on their job satisfaction and work motivation which ultimately increases performance. Whereas Davidow and Uttal in Bintoro (2014) Services are activities/benefits offered by organizations or individuals to consumers/customers that are intangible and cannot be owned. While Maddy (2009) also argues that excellent service is a service that meets quality standards. According to him, that services that meet quality standards are services that are by the expectations and satisfaction of the community. In the Big Indonesian Dictionary, service is defined as an effort to serve the needs of others. While serving is helping to prepare (take care of) what someone needs. Some of the above opinions are in line with those described by Elsiyana in (Al Asy Ari Adnan Hakim, 2021) which argues that concerning current public services, the community demands that all state apparatus be able to realize state administration that can support the smooth running of the tasks and functions of administering government country, development and services based on the principles of good governance. In addition to these reasons, the improvement and capacity building of today's employees is increasingly becoming the centre of attention because of its strategic function in providing services to the community. Previous research regarding the effect of excellent service on improving employee performance includes Reiny Irianti Poetry (2020) who concluded that the quality of service provided by employees is very dependent on their job satisfaction and work motivation which ultimately increases performance. Mega Rorong (2020) states that good and quality services have implications for satisfaction in the community because the community directly evaluates the performance of the services provided.

The community satisfaction indicator is the benchmark for someone who performs well. Meanwhile, Siti Mariah (2013) states that overall the motivation and performance of administrative staff have a positive effect on the quality of administrative services. In connection with excellent service quality, it is necessary to research the factors that can affect employee excellent service, namely; work motivation, job satisfaction, and commitment to be in line with the main tasks of the Regional Secretariat of Polewali Mandar. It is a challenge for the Regional Secretariat of Polewali Mandar to further improve excellent service with employee motivation, job satisfaction, and commitment to change for the better. Based on phenomena in the field that the author often encounters, namely that several employees of the Polewali Mandar Regional Secretariat tend not to be in the office during working hours which results in less than optimal service resulting in a lack of performance so that public trust in the bureaucratic apparatus in the office seems less good. Employee performance is the work or performance of an employee that can be tangible both in terms of excellent service quality and quantity. Mangkunegara (2006) explains that performance comes from the word job performance or actual performance (work achievement or actual achievement achieved by a person), namely the work results in quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him. Meanwhile, Gibson (1997) argues that performance is the result of work related to organizational goals such as quality, efficiency and other work effectiveness criteria. Mas'ud in Suwardi (2016) says that performance is the result of the achievement of the efforts that have been made which can be measured by specific indicators. Hasibuan in Yani (2012) also defines employee performance as a result of work achieved by someone in carrying out the tasks assigned to him based on skills, experience and sincerity as well as time.

Umar (1999) argues that one of the factors that can improve employee performance is work motivation. According to Maslow in Lussier (1996), motivation is the driving force from within that causes humans to do something or try to meet their needs. It was further stated that there are five indicators to determine employee motivation, namely; 1) Physiological needs (physiological needs), 2) Security needs (needs to feel safe). 3) Social needs (social needs), 4) Esteem needs (needs for appreciation), 5) Self-actualization needs (self-actualization needs). Handoko (2003) states that motivation is the driving force that results in an organization member willing and willing to carry out various activities that are his responsibility and fulfil his obligations. It is further said that motivation is an activity that results in channelling and maintaining human behaviour. Work motivation is a state in a person's personality that encourages the individual's desire to carry out certain activities to achieve a goal. Thus motivation is an important variable, where motivation needs to get great attention from organizations in increasing job satisfaction and employee performance. Motivation is a conscious effort to influence behaviour towards fulfilling job satisfaction in performing good service duties to improve employee performance. Abraham Sperling in (Mangkunegara, 2002), the motive is defined as a tendency to move, starting from the drive and ending with adjustment. Meanwhile, AlborzG (2019) describes internal motivation as a person's tendency to do a better job to achieve inner satisfaction. In comparison, As'ad (2010) argues that work

motivation in the psychology of work is usually called a morale booster. The strength and weaknesses of a person's work motivation also determine the size of his achievements. Hasibuan (2000) shares the same opinion, motivation as encouragement/movement or in other words motivation questions how to direct the power and potential of subordinates so that they want to work productively together and succeed in achieving and realizing predetermined goals. McClelland in Suwanto (2020), Motivation is a set of forces both from within and from outside a person that encourages someone to start working behaviour according to a specific format, direction, intensity and period. Some research has been conducted regarding the effect of motivation on employee performance, namely: Erni Alwi (2020), Abdillah Junaedy (2019); Fachri Amirudin (2020), Suwardi (2011), Amiruddin Idris (2012), Putra Arif Simanjuntak (2020) and I Wayan Juniantara (2015), who concluded that motivation has a significant influence on employee performance. Therefore, in this study work motivation will be studied further and developed by adding excellent service variables to determine the effect on employee performance at the Polewali Mandar Regional Secretariat, West Sulawesi.

While Robbins (1996) Job satisfaction is an individual's general attitude towards work whereas someone with a high level of job satisfaction shows a positive attitude towards work. Still, in Robbins, Locke states that a person's job satisfaction depends on the difference (discrepancy) between the value of the desired expectations, what according to his feelings or perceptions have been achieved or obtained from his work. In line with Robbins and Locke, Handoko (1987) argues that job satisfaction is an assessment or reflection of workers' feelings about their work. Research on job satisfaction on employee performance and excellent service has been carried out by Teuku Cut Ibrahim (2012), and Suwardi (2011) the results of his research concluded that employee job satisfaction has a significant influence on employee performance and Emenina Tarigan (2021) states that job satisfaction has a significant effect on excellent service quality. Therefore, the job satisfaction of employees at the Polewali Mandar Regional Secretariat needs to be studied further through this research to strengthen the results of previous research and to be able to dig up information that someone who has job satisfaction will behave well in his work so that he can provide excellent service as described by Umar (2004) that job satisfaction is an emotional attitude that pleases someone who loves his job which is reflected in a work commitment, discipline, and work quality. Aristotle in the handbook on service excellence from Mr M. Sivaramakrishna. Dy. Executive Director and Dr Sharma S Mantha Program Coordinator stated that "Excellence is an art won by training and habituation. We are what we repeatedly do." Its meaning is "Excellence is an art won caused by training and habituation. We are what we repeatedly do." Good and quality services have implications for community satisfaction because the public directly evaluates the performance of the services provided. The community satisfaction indicator is the benchmark for the success of governance (Mega Rorong, 2020). Based on the facts in the field at the time of the initial observations, there were still many Polewali Mandar regional Secretariat employees who had a low work commitment. market because the market schedule is only twice a week, 2) picking up children from school because no one picks them up beside their parents. Hoke et al (2018) stated that employees who have high commitment will have lower absenteeism and longer working hours and tend to work harder and show better performance.

A person's commitment to the organization is one of the guarantees for maintaining the continuity of the organization. Meanwhile, according to Edison (2016) commitment is the determination of the decision-maker in achieving the goals that have been set. Facts that often occur in the field for Polewali Mandar Regional Secretariat employees who are often encountered in the market or at school and on the street during working hours are indicators of low commitment or work loyalty to these employees. This is not following the theory put forward by Hoke et al. (2018) stated that employees who have high commitment will have lower absenteeism and longer working hours and tend to work harder and show better performance. Richard M. Steers in Copiah (2008) states that organizational commitment is a condition where employees are very interested in the goals, values, and goals of their organization. Meanwhile, according to Edison (2016), Commitment is the determination of the decision-maker in achieving the goals that have been set. Meanwhile, Gibson in Suwardi (2011) argues that commitment is an identification of feelings, the involvement of loyalty shown by employees towards their organization or organizational unit. The same thing was stated by Mitchel (1987), that work commitment as a value orientation towards work shows that individuals think highly of their work because work provides life satisfaction and provides status for individuals. Likewise, was stated by Steers in Kuntjoro (2002) who said that organizational commitment is a sense of identification (belief in organizational values), involvement (willingness to do their best for the benefit of the organization) and loyalty (desire to remain a member of the organization concerned) which declared by an employee to his organization. Whereas Goleman in Elit Prambara Yudha (2014) mentions the characteristics of people who are committed, including willingness to sacrifice, feeling encouragement in a big mission, using group values in decision making and elaborating choices. Several studies regarding the effect of a work commitment on employee performance and excellent service have been carried out by Pater Rajagukguk (2016), Nayati Utami (2014), Suwardi and Joko Utomo (2016), Emenina Tarigan (2021), all these research results state that the variable commitment work simultaneously has a significant influence on performance variables. Therefore, the work commitment of

employees at the Polewali Mandar Regional Secretariat needs to be studied further through this research to strengthen the results of previous research and can prove that someone who has high work commitment is usually more resilient and productive and oriented towards achieving the goals of the organization concerned. and provide excellent service as described by (Umar, 2004). that job satisfaction is an emotional attitude that pleases someone who loves his job which is reflected in a work commitment, discipline, and quality of work. Concerning commitment and quality of service, it is also written in the Strategic Plan (RENSTRA) of the Polewali Mandar Secretariat 2019/2024 that there is still a lack of commitment and quality of the work culture of the apparatus with a lack of awareness of the apparatus regarding work discipline and the limited ability of the apparatus in carrying out its main tasks and functions, planning data, financial and performance reporting is still lacking and not timely marked by delays in the preparation and presentation of data, this phenomenon is an indicator that the employee provides services that are less than optimal for the community and is not following the results of research by Mega Rorong (2020) stating that the services provided good and quality implications for the satisfaction of the community because the public directly evaluates the performance of the services provided. The community satisfaction indicator is the benchmark for someone who performs well. Referring to previous research and the description of the problem, the researcher is interested in conducting research with the title: The Influence of Work Motivation, Job Satisfaction, and Work Commitment on Excellent Service and Performance of Regional Secretariat Employees of Polewali Mandar-West Sulawesi.

II. RESEARCH METHODS

Research Approach

This research is explanatory. Explanatory research is a type of research that seeks to find new relationships. Based on the research objectives, this research is a causality study which intends to test the hypothesis between the research variables so that the relationship or influence between the studied variables is known, namely between exogenous variables, namely; motivation (X1), job satisfaction (X2), commitment (X3), excellent service (Y1) as the intervening variable, and the endogenous variable Performance (Y2). The approach used in this study is quantitative and qualitative and combines the two (Sugiyono, 2012). The quantitative approach is carried out scientifically and systematically towards the parts and phenomena as well as the relationship between variables. The quantitative approach develops and uses mathematical models, theories and hypotheses related to phenomena, while the descriptive approach is carried out with the main objective of providing an objective description or description of a situation.

Data Collection Methods The

method of data collection in this study is intended to obtain data that is relevant and accurate to the issues discussed. The data collection methods are:

1. Observation

In this study, researchers used non-participant observation (researchers were not directly involved) with the subject's activities being observed, but only as independent observers (Sugiyono, 2013). Observation is a complex activity, a process that is strung out of various biological and psychological processes.

Observation techniques are carried out when related to human behaviour, work processes, and natural phenomena and if the observed respondents are not too large. Observations taken are structured observations, where observations are systematically designed about what will be observed, when and where it is (Sugiyono, 2013).

2. Interview

The interview is a meeting of two people to get information and ideas through question and answer so that meaning can be constructed on a particular topic. Interviews were conducted by asking open-ended questions that allowed informants to provide broad answers. Questions are directed at uncovering the life of informants, responses, perceptions, roles, activities and events experienced concerning the focus under study.

3. Questionnaire

The questionnaire is a data collection technique that asks several questions in writing which are given to respondents to obtain accurate and valid data.

4. Documentation

Documents are records of past events. Documents can be in writing, pictures, or monumental works of a person. Documentation is data obtained through records of documents contained in the research location.

Research Instruments

The instruments used in this study are:

1) Questionnaires.

According to Sugiyono (2013), a Questionnaire (questionnaire) is a data collection technique that is carried out by giving a set of questions or written statements to respondents to answer.

2) Observation Guidelines.

Observation Guidelines are Observation Guidelines for a complex activity, a process that is strung out of various biological and psychological processes. Observations are made regarding human behaviour, work processes, and natural phenomena and if the observed respondents are not too large. Comments taken are structured observations, where observations are systematically designed about what will be observed, when and where it is (Sugiyono, 2013).

3) Interview guidelines.

That is a guide in the form of open questions or statements that allow informants to provide answers broadly. Questions are directed at uncovering the life of informants, responses, perceptions, roles, activities and events experienced concerning the focus under study.

4) Documentation.

It is a record of past events. Documents can be in writing, pictures, or monumental works of someone related to the focus being studied.

Research Instrument Test

1. Validity Test

Validitytest was conducted to determine the level of validity of the instrument (questionnaire/questionnaire) used in data collection. This validity test was conducted to find out whether the items presented in the questionnaire/questionnaire are truly able to express with certainty what is being studied. This validity test is obtained by correlating each indicator score with the total variable indicator score. The validity test aims to determine the validity of the respondents' answers in the questionnaire, where the validity test is carried out by correlating the question items with the total score. In determining the validity (valid) of respondents' answers to the questionnaire, the minimum requirement is said to be a valid question item, if the r-count value is $> r$ -critical or $r > 0.30$ (Sugiyono, 2008).

2. Reliability Test

Reliabilitytest is conducted to determine the consistency of measuring instruments in their use, or in other words, these measuring instruments have consistent results when used many times at different times. The reliability test is an aptitude test of the research instrument/questionnaire in measuring the variables to be studied. The reliability value is indicated by Cronbach's alpha value. The questionnaire instrument is considered reliable if it has a Cronbach's alpha value of more than 0.60 (Sugiyono, 2008). In this study, validity and reliability tests were carried out using the SPSS data program.

Data Types and Sources

Data sources are all things that can provide information about data. In this study, there are two types of data sources, namely primary data and secondary data. Primary data was obtained through direct observation of the object under study. The data was obtained through observation, interviews, and questionnaire results from employee respondents at the Regional Secretariat of Polewali Mandar - West Sulawesi. While the secondary data in this study are in the form of archives, written data and documents that are used to reinforce previously obtained data or data obtained from various sources including documentation/writing (books, reports, scientific papers and research results). and from information from parties related to the study under study (task descriptions, work procedures and other references). Primary data were obtained from answers to questionnaires distributed to respondents. Questionnaires were distributed to respondents who were employees at the Polman-West Sulawesi District Secretariat. A questionnaire is a tool used to determine respondents' responses to work motivation, job satisfaction, and commitment. Meanwhile, other primary data, namely excellent service and performance, were obtained through direct observation (observation). Secondary data taken to support the research are staffing data and employee attendance data at the Regional Secretariat Office of Polman Regency - West Sulawesi.

Population and Sample

The population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions (Sugiyono, 1999). The population in this study were all employees at the Regional Secretariat of Polewali Mandar, West Sulawesi, totalling 137 people. Part of the total population is taken as a sample. Sampling was carried out using the Proportional Random Sampling method, namely in sampling based on the comparison (Sugiyono, 1999).

Data Analysis Methods

The data analysis methods used in this study are qualitative (descriptive) and quantitative methods using the SEM (Structural Equation Modeling) model. Descriptive analysis was carried out to analyze the data by describing the data collected without making general conclusions (Sugiyono, 2002). This descriptive analysis

calculates the average, frequency distribution, and proportion of a research item. Meanwhile, quantitative analysis was carried out to explain all hypotheses using the SEM (Structural Equation Modeling) model of the AMOS 4.0.1 application (Soliman, 2002). The analysis used to test the research hypothesis is the path analysis model (Sarwono, 2007).

III. RESEARCH RESULTS AND DISCUSSION

Based on the empirical model proposed in this study, it is possible to test the hypothesis proposed by testing the path coefficients in the structural equation model. Table 31 below is a hypothesis test by looking at the p-value, if the p-value is less than 0.05 then the relationship between the variables is significant.

Table. 31 Hypothesis Testing Results

hips	Variable			Direct	Indirects	Total	P -Value e	Ket
	Independent	Intervening	Dependent					
1	Motivation		Excellent service	0.377		0.377	0.019	Positive Significant
2	Satisfaction		Excellent service	-0.225		-0.225	0.195	Negative Not Significant
3	Commitments		Excellent service	0.494		0.494	0.000	Positive Significant
4	Motivation		Performance	-0.594		-0.594	0.002	Negative Significant
5	Satisfaction		Performance	0.002		0.002	0.991	Positive Not Significant
6	Commitment		Performance	0.499		0.499	0.000	Significant Positive
7	Excellent service		Performance	0.578		0.578	0.000	Significant Positive
8	Motivation	Excellent service	Performance	0.377	0.218	0.595	0.045	Significant Positive
9	Satisfaction	Excellent service	Performance	-0.225	-0.130	-0.355	0.218	NegativeNot Significant
10	Commitment	Excellent service	Performance	0.494	0.286	0.78	0.003	Significant Positive

Source: Results of data processing, 2022

Based on table 31 above, of the entire model of the seven direct paths that are hypothesised, there are five significant and two insignificant paths. Of the three indirect influence paths, there are two important and one insignificant influence.

The following is an interpretation of table 31:

1. Work motivation has a positive and significant effect on excellent service with $P = 0.019 < 0.05$ with a coefficient value of 0.377, this coefficient indicates that the higher the employee's work motivation in carrying out their role, the service will be better.
2. Job satisfaction has a negative and insignificant effect on excellent service with $P = 0.195 > 0.05$ with a coefficient value of -0.225, this coefficient indicates that employee job satisfaction is lacking at the Regional Secretariat of Polewali Mandar however it does not have an impact on excellent service.
3. Work commitment has a positive and significant effect on excellent service with $P = 0.000 < 0.05$ with a coefficient value of 0.494, this coefficient indicates that with a high work commitment that employees have towards their work, excellent service will be better.
4. Work motivation has a negative and significant effect on performance with $P = 0.002 < 0.05$ with a coefficient value of -0.594, this coefficient indicates that low motivation to carry out its role at the Polewali Mandar Regional Secretariat Office directly impacts low employee performance.
5. Job satisfaction has a positive and not significant effect on performance with $P = 0.991 > 0.05$ with a coefficient value of 0.002, this means that job satisfaction is owned by employees in carrying out their duties at the Regional Secretariat of Polewali Mandar but has no impact on employee performance.
6. Work commitment has a positive and significant effect on performance with $P = 0.000 < 0.05$ with a coefficient value of 0.499, this coefficient indicates that the higher the employee's work commitment, the better the performance.
7. Excellent service has a positive and significant effect on performance with $P = 0.000 < 0.05$ with a coefficient value of 0.578, this coefficient indicates that the better an employee's service, the better his performance.

8. Work motivation through excellent service has a positive and significant effect on performance, with $P = 0.045 < 0.050$ with a coefficient value of 0.595. This means that the high work motivation possessed by employees at the Polewali Mandar regional secretariat office causes better excellent service which ultimately has an impact on high performance.

9. Job satisfaction through excellent service has a negative but not significant effect on performance, with $P = 0.218 > 0.050$ with a coefficient value of -0.355. This means that the lack of employee job satisfaction at the Polewali Mandar regional secretariat office does not really affect excellent service and the impact of this lack of satisfaction does not reduce employee performance.

10. Work commitment through excellent service has a positive and significant effect on performance, with $P = 0.003 < 0.05$ with a coefficient value of 0.78. This means that an employee who has a high work commitment will also have good excellent service and can have an impact on better performance.

IV. DISCUSSION

The discussion is focused on the results of the analysis resulting from testing the hypothesis as an answer to the formulation of this research problem. The results of the analysis of hypothesis testing are described as follows:

1. **The influence of work motivation on the excellent service of the employees of the Regional Secretariat of Polewali Mandar, West Sulawesi.**

Based on the results of the first hypothesis research, it can be observed from the results of the SEM analysis in table 31. The table shows that motivation has a positive and significant effect on excellent service. This shows that the higher the work motivation of employees in carrying out their roles, the better the service will be. These findings are in line with the theory stated by Siagian (1997) that motivation is an important part of a government institution. Employees will work seriously if they have high motivation. Supported by the opinion of Mulyadi (2006) who said that excellent service is the provision of services to the community in a good, superior and quality (professional) manner so that they can provide satisfaction to the community in an accountable and optimal manner. The results of this study are in line with Reiny Irianti Poetri's research (2020) which concluded that the quality of service provided by employees is highly dependent on work motivation. Meanwhile, Siti Mariah (2013) stated that overall employee motivation and performance have a positive effect on service quality. Siti Mariah (2013) further concluded that one of the efforts expected to improve the quality of administrative services is through increasing employee motivation and performance (work performance). In contrast, other studies by Ikbal Gamawardi (2016) concluded that motivation partially has no significant effect on service quality. This contradicts the results of the present study. The results of this study are also in line with Surajiyo's research (2021) which proves that motivation has a strong influence on service quality. Some of the previous theories and research that have been described above are relevant to the results of the current research. This illustrates that work motivation can direct employee behaviour to be more qualified in terms of service as well as the tasks given.

2. **The effect of job satisfaction on the excellent service of the employees of the Regional Secretariat of Polewali Mandar, West Sulawesi.**

Based on the results of the analysis of the second hypothesis from the results of the SEM analysis in table 31. which shows that satisfaction has a negative and insignificant effect on excellent service. This shows that the satisfaction of employees who are lacking in working at the Polewali Mandar regional secretariat has no direct effect on providing excellent service. The results of this study contradict what has been done by several previous researchers including Zeinabadi (2010) states that job satisfaction is the dominant variable that influences both, directly and indirectly, the quality of service, Emenina Tarigan (2021) states that job satisfaction has a significant effect on service quality prime. Aristotle in the handbook on service excellence from Mr M. Sivaramakrishna. Dy. Executive Director and Dr Sharma S Mantha Program Coordinator stated that "Excellence is an art won by training and habituation. We are what we repeatedly do." This means that excellence is a won art caused by training and habituation. We are what we repeatedly do. Good and quality services have implications for community satisfaction because the public directly evaluates the performance of the services provided. The community satisfaction indicator is the benchmark for the success of governance (Mega Rorong, 2020). Based on the opinion of Sutrisno (2017) that satisfaction refers to the general attitude of an individual towards his work, and Blum in As'ad (2020) that job satisfaction is the result of various kinds of attitudes related to work and special factors such as wages, supervision, stability work, work security, opportunities for advancement, fair job evaluation, social relations at work, and superior treatment. Mathis and Jackson (2001) that job satisfaction is a positive emotional state from evaluating one's work experience. While Robbins (1996) Job satisfaction is an individual's general attitude towards work whereas someone with a high level of job satisfaction shows a positive attitude towards work. The results of this research are empirically proven with the support of data that the lack of employee satisfaction in working at the Polewali Mandar Regional Secretariat of West Sulawesi illustrates that employees do not love their jobs as indicated by an unpleasant emotional attitude

in carrying out the tasks given. This is supported by the results of observations which saw that many positions (tupoksi) were not following the competence of employees, both skills, education, and class. These findings are supported by the opinion of Mundarti (2007) who concluded that the rank or class of an employee is related to skills, skills, and the ability to carry out tasks and responsibilities getting stronger. Likewise Umar (2004) that job satisfaction has an impact by linking it to the output it produces, job satisfaction is defined as a person's feelings towards his work. Likewise, Hasibuan (2010) stated that satisfaction is a pleasant emotional attitude and loves his work.

3. The influence of work commitment to the excellent service of the Polewali Mandar Regional Secretariat employees, West Sulawesi.

Based on the results of the analysis of the three hypotheses from the results of the SEM analysis in table 31 which shows that commitment has a positive and significant effect on excellent service, this shows that with high commitment employees have towards their work, excellent service is getting better. Based on the research findings described earlier, loyalty is an indicator of commitment that has the highest average. This means that high loyalty from an employee can make a strong contribution to excellent service. Loyalty is a form of identification of feelings and involvement shown by employees towards their organization or work unit. Commitment to the organization is not just formal employees, but there is a sense of belonging, namely the attitude of loving the work unit and being willing to sacrifice for the sake of duties and responsibilities. The results of this finding are in line with the theory which explains that individuals who have high commitment, will care more about the fate of their organization and strive to realize organizational goals (Kerisna, 2017). This is in line with the opinion of Edison (2016) which states that commitment is the determination of the decision-maker to achieve the goals that have been set. Hokes et al. (2018) stated that employees who have high commitment will have lower absenteeism and longer working hours and tend to work harder and show better performance. Employees who have high commitment will tend to work harder by being involved and determined to show better performance through excellent service. The spirit of work, and willingness to be part of a work unit is an absolute determination and principle for employees in carrying out their duties. The results of this study interpret that high work commitment for employees is very important in providing good service as explained by Goleman in Elit Prambara Yudha (2014) which outlines the concept of organizational commitment developed from early studies regarding loyalty to employees who expected the employee.

4. The influence of work motivation on the performance of employees of the Polewali Mandar Regional Secretariat, West Sulawesi.

Based on the results of the analysis of the four hypotheses from the results of the SEM analysis in table 31, it shows that work motivation has a negative and significant effect on performance. This indicates that low employee motivation to carry out their roles at the Polewali Mandar Regional Secretariat Office directly impacts low performance as well. Maslow in Lussier (1996) motivation is the driving force from within that causes humans to do something or try to meet their needs. (AlborzG, 2019) Internal motivation is a person's tendency to do a better job to achieve inner satisfaction, Abraham Sperling in (Mangkunegara, 2002) Motive is defined as a tendency to act, starting from a drive within oneself (drive) and ending with self-adjustment, Handoko, (2003) Motivation is an activity that results in channelling, and maintaining human behaviour. While Siagian (1995) motivation can be interpreted as a goal or driving force, with the actual goal being the main driving force for a person in trying to get or achieve what he wants inner drive (push from within) either positively or negatively (externally stimulating power). The level of education can be trusted to have potential and human resources that are qualified and able to work with the skills they have so that performance achievement can be more optimal. The findings of this study are also inconsistent with several previous studies, including; Amiruddin Idris (2012), Suwardi (2011), Abdillah Junaedy (2019), Erni Alwi (2020) and Reiny Irianti Poetry (2020) all state that motivation has a positive and significant effect on performance which means that employees who have high work motivation, then it will tend to have high performance against the organization.

Mundarti's (2007) research results also show that there is a strong relationship between age/group and length of service of employees on employee motivation. It can be concluded that the rank or class of an employee is related to skills, skills, and the ability to carry out duties and responsibilities is getting stronger. William J. Stanton in (Mangkunegara, 2002) defines a motive as a stimulated need that is oriented towards individual goals in achieving satisfaction. The motivational indicator that has the second highest average is the need for a sense of security (security needs). The need for security (security needs) is the second basic need after physiological needs are fulfilled which include; safety and protection from physical and emotional harm. The need for security is met so that everything can work properly. Based on the previous description, it is explained that the motive for working is because you want to feel safe and comfortable. This indicates that the work environment at the Polewali Mandar regional secretariat has provided comfort for employees with a family and kinship atmosphere bound by cultural values. This is following the facts in the field during interviews and observations with

employees at the Polewali Mandar regional secretariat office which generally say that in carrying out daily tasks in the work environment of each section, employees uphold cultural values which contain the meaning "water as a symbol of life" which means that work is a symbol of cooperation that respects each other, is humble and provides comfort in interacting. This is in line with the view that social needs are a person's needs that arise because of one's position in society which includes; cooperation, freedom of opinion, good communication, friendship, and holidays/leave. Referring to Maslow's theory in Lussier (1996) that each individual has two categories regarding the need for appreciation (extreme needs), namely the needs that are getting lower and higher. Low needs consist of; fame, glory, attention, reputation, appreciation and dignity. The high needs include; Incentives, fair wages, promotion opportunities, confidence, achievement, and independence.

5. The effect of job satisfaction on employee performance at the Regional Secretariat of Polewali Mandar, West Sulawesi.

Based on the results of the analysis of the fifth hypothesis in table 30, shows that job satisfaction has a positive and insignificant effect on performance. This means that the job satisfaction that employees have for carrying out tasks at the Polewali Mandar Regional Secretariat has a positive impact but does not affect performance. Based on the facts encountered by researchers during interviews with employees, they generally state that work is a form of interaction with others by helping each other, cooperating and upholding cultural values, namely sitting as low as standing as tall. Furthermore, the informant (who did not want to be named) said that in work everyone helps each other if anyone feels difficult. According to him, they work based on the tasks given by each office. But if there are problems or let's say we encounter problems, we don't hesitate to ask questions and ask for advice from other friends and even ask our superiors directly. These findings are in line with those described by the Oxford Advance Learner's Dictionary (2000) which describes satisfaction as "the good feeling that you have when you achieved something or when something that you wanted to happen does happen"; "the act of fulfilling a need or desire"; and "an acceptable way of dealing with a complaint, a debt, an injury, etc." Umar (2004) argues that job satisfaction has an impact by linking it to the output it produces, job satisfaction is defined as a person's feelings towards his work, this is in line with Hasibuan (2010) who states that satisfaction is a pleasant emotional attitude and loves his work. In this study, another indicator of satisfaction is the interaction between colleagues. For most employees, work is fulfilling the need for social interaction. Job satisfaction can be increased through peer interaction, tolerance, and mutual respect. Based on the description of the variables and the results of data analysis, it was stated that employees at the regional secretariat of Polewali Mandar with the interaction of co-workers were very supportive in carrying out daily tasks. This shows that employees in carrying out their duties feel happy to interact socially both with colleagues and with leaders and respect one another. An employee will feel satisfied or dissatisfied with the results of his work, this is personal, and depends on the way he perceives the compatibility or conflict between his desires and the output. Job satisfaction is the result of various attitudes related to work and specific factors such as routine work according to assignments, additional work, rewards and peace.

6. The effect of a work commitment on the performance of employees of the Regional Secretariat of Polewali Mandar, West Sulawesi.

Based on the results of the analysis of the six hypotheses in table 31, shows that work commitment has a positive and significant effect on performance. This shows that the higher the employee's commitment, the better the performance. The results of the description of the research variables presented earlier show that loyalty is an indicator of commitment that has the highest average value, meaning that loyalty can make a strong contribution to performance. Loyalty is a form of identification of feelings and involvement shown by employees towards their organization or work unit. Commitment to the organization is not just formal but involves a sense of belonging, namely the attitude of loving the work unit and being willing to sacrifice for tasks and responsibilities. The results of this finding are in line with the theory which explains that individuals who have high commitment, will care more about the fate of their organization and strive to realize organizational goals (Kerisna, 2017). Employees who have a high loyalty attitude in carrying out their duties will have an impact on achieving optimal performance. Several previous studies that are consistent with the findings of this study include: Suwardi (2011), Kadek Diah Candra Dewi (2019), and Fitriani (2020) concluded that work commitment has a positive and significant effect on employee performance. Employees who have high commitment will tend to work harder by being involved and determined to show better performance. The spirit of work, and willingness to be part of a work unit is an absolute determination and principle for employees in carrying out their duties. Meanwhile, this engagement indicator is an indicator of commitment that has the lowest contribution to performance or has the lowest average. This illustrates that employees do not fully view organizational commitment as a value orientation towards work which shows individuals think highly of their work because work provides life satisfaction and provides a status for the individual himself. Organizational commitment is a person's belief in accepting organizational goals. Individuals who have a high commitment will

be more accepting and trust the goals of the work unit. The results of this study also indicate that employees accept and believe the goals of the work unit are necessary for achieving adequate performance. The average (mean) value of the trust indicator is moderate.

This illustrates that employees still do not accept and believe in the goals of the work unit which can have an impact on less-than-optimal performance. The results of this study interpret that high work commitment for employees is very important in achieving organizational goals as explained by Goleman in Elit Prambara Yudha (2014) which outlines the concept of organizational commitment developing from early studies regarding expected employee loyalty in the employee. Close work engagement is a condition felt by employees which can lead to strong positive behaviour towards the organization they have.

7. The effect of excellent service on the performance of employees of the Regional Secretariat of Polewali Mandar, West Sulawesi.

Based on the results of the analysis of the seventh hypothesis in table 31 that excellent service has a positive and significant effect on performance. This shows that the better the service of an employee, the better his performance. The findings of this study are in line with the research of Reiny Irianti Poetri (2020 and Al Asy Ari Adnan Hakim (2021) who concluded that service quality has a direct effect on performance. In line with the opinion of Bintoro (2014), that excellent service means the best or very good service. The essence of public service is the provision of excellent service to the community which is the embodiment of the obligations of the government apparatus as a public servant. Meanwhile, Mulyadi (2016) Public service is essentially the provision of services to the community which is the obligation of the state apparatus as a public servant. The prime service variable in this study uses 3 indicators include: accountable, professional, and optimal. Based on the results of the description of the variables the accountable indicator has the highest average value so it can be interpreted that the accountable indicator of excellent service makes a strong contribution to performance. This illustrates that if p Employees who are not professional in carrying out their duties will also be less than optimal in providing services. To be able to carry out their duties properly, employee development is directed at improving the quality of human resources so that they have attitudes and behaviours that are centred on dedication, honesty, professionalism, responsibility, discipline, work ethic and dignity so that they can provide services according to the demands of community development. For this reason, employees who have high performance are needed in carrying out their duties. Another indicator of excellent service is accountability. Accountability or accountability from elements of public service becomes a system that is built in government to meet the elements of public interest. Public service is the provision of services provided to citizens in a good way to provide satisfaction to the community for these services. The determination of service quality is elaborated from three perspectives. First, the influence of government policies that carry out the mandate from the community to serve (Amanah). Second, defined quality. Third, an assessment of the bureaucracy that performs the service.

8. The effect of work motivation on the performance of the Polewali Mandar Regional Secretariat of West Sulawesi through excellent service.

Based on the research results of hypothesis eight it can be observed from the results of the SEM analysis in table 31. The table shows that motivation through excellent service has a positive and significant effect on performance. This means that if an employee has high motivation in carrying out his work at the Polewali Mandar regional secretariat office, this will lead to good service which will have a direct impact on higher performance. By paying attention to the direct relationship between the three variables, work motivation has a positive and significant effect on excellent service. Furthermore, motivation has a negative and significant effect on performance. Excellent service has a positive and significant effect on performance. And when viewed from an indirect relationship, namely motivation through excellent service has a significant positive effect on performance. This can be interpreted that motivation will have a real impact on performance after excellent service intervention. Based on the description of the previous variables, the indicator of excellent service that has the highest average is accountable. This illustrates that the respondent, in this case, the employee, understands his duties well and can take responsibility for all his work, and is honest in providing information. The results of this study are in line with the opinion of Al Asy Ari Adnan Hakim (2021) which states that motivation generally refers to the power that encourages, directs, and perpetuates the behaviour of an individual. Likewise, Siagian (1997) that motivation is an important part of a government institution. Employees will work seriously if they have high motivation. While the lowest indicator of excellent service is optimal. This illustrates that there are still employees who are not fully optimized in terms of service to the community. The fact at the research site is that there are still many employees who are out of the office during working hours with needs that are not relevant to office tasks. The results of these findings are consistent with the research of Al Asy Ari Adnan Hakim (2021), Surajiyo, (2021), Ikbali Gamawardi Pernanu (2016), and Diah Pebriyanti (2017) which state that the government is an institution whose operational principle is to serve the public (public servant).) in various

aspects of the interests of social life. While a government agency is an organization or institution (container) that concentrates on service to the community.

9. The effect of job satisfaction on the performance of the Polewali Mandar regional secretariat, West Sulawesi through rhyme services.

Based on the results of the analysis of the nine hypotheses from the results of the SEM analysis in table 31 shows that job satisfaction through excellent service has a negative but not significant effect on performance. The findings of this study illustrate that the job satisfaction of the Polewali Mandar regional secretariat employees who are lacking however does not have an impact on performance even through excellent service. By paying attention to the relationship of the three variables either directly or indirectly; the first is a non-significant negative effect from job satisfaction to excellent service. Second, job satisfaction has no significant positive effect on performance, and the indirect relationship or after going through excellent service job satisfaction still has a negative but not significant effect. This indicates that job satisfaction will harm excellent service but has no effect on performance even though it is known that excellent service has a very strong effect on performance. The results of this research are empirically proven with the support of data that the lack of employee satisfaction in working at the Polewali Mandar Regional Secretariat of West Sulawesi illustrates that employees do not love their jobs as indicated by an unpleasant emotional attitude in carrying out the tasks given. This is supported by the results of observations which saw that many positions (tupoksi) were not following the competence of employees, both skills, education, and class. These findings are supported by the opinion of Mundarti (2007) who concluded that the rank or class of an employee is related to skills, skills, and the ability to carry out tasks and responsibilities getting stronger. Mathis and Jackson (2001) that job satisfaction is a positive emotional state from evaluating one's work experience. While Robbins (1996) Job satisfaction is an individual's general attitude towards work whereas someone with a high level of job satisfaction shows a positive attitude towards work. Freeman in (Uppal, 2005) job satisfaction is a subjective variable that is measured by what people say rather than what people do. The term "satisfaction" refers to the general attitude of an individual towards his work (Sutrisno, 2017). Job satisfaction is a driving factor for increasing employee performance which in turn will contribute to improving organizational performance, Blum in (As'ad, 2020).

10. The effect of a work commitment on the performance of Polewali Mandar Regional Secretariat employees in West Sulawesi through excellent service.

Based on the results of the ten hypothesis analysis from the SEM analysis results in table 31 shows that work commitment through excellent service has a positive and significant effect on performance. This means that an employee who has a high commitment will also provide good service and can have an impact on better performance. Work commitment through excellent service has a positive and significant effect on performance. It can be interpreted that the higher the employee's commitment to providing excellent service, the higher the employee's performance. By paying attention to the direct relationship between the three previous variables, work commitment has a positive and significant effect on excellent service. Excellent service has a positive and significant effect on performance. As seen from the indirect relationship, work commitment still has a significant positive effect on performance. This shows that a strong work commitment will have a direct or indirect impact on performance. The results of this finding are in line with the opinion of Krishna and Suana (2017) that individuals who have high commitment, will care more about the fate of their organization and strive to realize organizational goals. Likewise, according to Edison (2016) commitment is the determination of the decision-maker in achieving the goals that have been set. Strengthened by the theory of Hoke et al. (2018) stated that employees who have high commitment will have lower absenteeism and longer working hours and tend to work harder and show better performance.

V. Research Findings

The findings in this study are based on research results and hypothesis testing as many as ten relationships, both direct and indirect relationships from the results of empirical data collection between primary data, namely in this case the results of questionnaires and secondary data as supporting data have been processed using SEM analysis which shows the results that of the ten relationships between variables, there is one direct relationship that has a positive effect but not significant (5), one direct relationship has a negative effect but is not significant (2), and one indirect relationship has a negative and insignificant effect (9). The three relationships are:

1. Job satisfaction has a positive but not significant effect on performance. This means that the job satisfaction that employees have for carrying out tasks at the Polewali Mandar Regional Secretariat has a positive impact but does not affect performance.

Work satisfaction of the employees of the Polewali Mandar Regional Secretariat, West Sulawesi, is shown through indicators of mutual interaction, tolerance, and mutual respect. Based on the description of the variables

and the results of data analysis, it was stated that employees at the regional secretariat of Polewali Mandar with the interaction of co-workers were very supportive in carrying out daily tasks. This shows that employees in carrying out their duties feel happy to interact socially both with colleagues and with leaders and respect one another.

The initial phenomenon illustrates that during certain working hours some employees are sometimes not in the office carrying out their duties but are in other places and carrying out activities that are not related to office duties. This is certainly a trigger for the low quantity of work of these employees. However, this low quantity of work has no impact on performance due to strong cooperation between employees with an attitude of togetherness and mutual assistance that upholds local cultural values, namely "sitting equally low standing equally tall" which is interpreted if someone is unable to carry out their duties then the other co-workers do it. This is what keeps the performance running.

2. Job satisfaction has a negative and insignificant effect on excellent service. This shows that the lack of employee job satisfaction at the Polewali Mandar Regional Secretariat however does not have an impact on excellent service.

The findings show that employee job satisfaction is lacking in working at the Polewali Mandar Regional Secretariat, West Sulawesi. This is supported by the results of observations which saw that many positions (tupoksi) were not following the competence of employees, both skills, education (table 4), and class (table 5). Employees with class III are more, namely 74%, while group IV is only 7%, with a bachelor's degree (S1) education level, which is around 57%. For the high school level, it is 20%, and for Masters (S2) only 18%. This lack of employee satisfaction arises from the division of tasks (tupoksi) given. For example, there are those whose education is a Master of Economics but are placed in the government administration section, class IV but are not involved in strategic positions, only as ordinary employees. The impact of this division of tasks that creates a feeling of not being right (inner satisfaction) means that it is not following the work with the skills provided so that the term "work because of trust" arises and not because of the heart. Work done not from the heart can have an impact on performance that is less than optimal because you don't love your job.

Mundarti's research (2007) concluded that the rank or class of an employee is related to skills, skills, and the ability to carry out duties and responsibilities is getting stronger. Likewise Umar (2004) that job satisfaction has an impact by linking it to the output it produces, job satisfaction is defined as a person's feelings towards his work. Likewise, Hasibuan (2010) stated that satisfaction is a pleasant emotional attitude and loves his work.

3. Job satisfaction through excellent service has a negative but not significant effect on performance. The results of these findings illustrate that the job satisfaction of the Polewali Mandar regional secretariat employees who are lacking however does not have an impact on performance even though through excellent service. By paying attention to the relationship of the three variables either directly or indirectly; the first is a non-significant negative effect from job satisfaction to excellent service. Second, job satisfaction has no significant positive effect on performance, and the indirect relationship or after going through excellent service job satisfaction still has a negative but not significant effect. This indicates that job satisfaction will harm excellent service but has no effect on performance even though it is known that excellent service has a very strong effect on performance. The results of the study which proved that employee satisfaction is lacking in working at the Polewali Mandar Regional Secretariat in West Sulawesi illustrate that employees do not love their work as shown by an unpleasant emotional attitude in carrying out the tasks given. This is supported by the results of observations which saw that many positions (tupoksi) were not following the competence of employees, both skills, education, and class. There is no previous research that examines excellent service as an intervening variable from job satisfaction to performance. Therefore these findings are the first findings that the researcher recommends for further research to strengthen these findings. Referring to the three theories above, Freeman in Uppal (2005) job satisfaction is a subjective variable that is measured by what people say rather than what people do and Sutrisno (2017) defines satisfaction refers to the general attitude of an individual towards his work, as well as Blum in (As'ad, 2020) that job satisfaction is a factor driving increased employee performance which in turn will contribute to improving organizational performance. The three theories are different from the findings of this study which concluded that job satisfaction is the fulfilment of feelings of loving work that arises from the heart or the highest satisfaction due to assignments and functions based on skills, education, or class.

Limitations of Research

This research has several limitations and weaknesses, including:

1. The research questionnaire data collection was carried out still in the Covid-19 situation so the process of collecting data and information from respondents through questionnaires was carried out by meeting in person and some online.

2. Research data collection activities were very limited at the research site because many respondents did not enter because Work from Home (WFH) was still in effect for each field. This is one of the factors causing the data to be less objective.

VI. CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Based on the results of data analysis and discussion in the previous chapter, the conclusions of this study are:

1. Work motivation has a positive and significant effect on excellent service. This means that employees at the regional secretariat office of Polewali Mandar have positive or high work motivation. This high work motivation can have an impact on better service.
2. Job satisfaction has a negative and insignificant effect on excellent service. This shows that employees have less job satisfaction at the Polewali Mandar regional secretariat, however, this does not have a direct impact on excellent service which is less than optimal.
3. Work commitment has a positive and significant effect on excellent service. This means that employees with high work commitment to their work will have a strong influence on excellent service.
4. Work motivation has a negative and significant effect on performance. This shows that employees with low work motivation in carrying out their roles at the Polewali Mandar Regional Secretariat Office have a direct impact on their low performance as well.
5. Job satisfaction has a positive and insignificant effect on performance. This means that employees at the Secretariat Office of the Polewali Mandar area have good job satisfaction in carrying out their duties but this has no impact on their performance.
6. Work commitment has a positive and significant effect on performance. This shows that employees with high work commitment will have a very good impact on their performance.
7. Excellent service has a positive and significant effect on performance. This shows that employees who provide good service then their performance are more adequate.
8. Work motivation through excellent service has a positive and significant effect on performance. This means that the high work motivation possessed by employees at the Polewali Mandar regional secretariat office causes excellent quality service which ultimately impacts optimal performance.
9. Job satisfaction through excellent service has a negative but not significant effect on performance. This means that the lack of employee job satisfaction at the Polewali Mandar regional secretariat office does not affect excellent service and the impact of this lack of satisfaction does not reduce employee performance.
10. Work commitment through excellent service has a positive and significant effect on performance. This means that an employee with high work commitment will provide maximum excellent service and can have an impact on increasing quality performance.

Suggestions

Based on the findings and conclusions above, the suggestions for this research are as follows:

1. For the regional secretariat office of Polewali Mandar, West Sulawesi, to continuously improve employee motivation so that excellent service is getting better and creating quality of work culture (Quality of Work Culture).
2. For Polewali Mandar West Sulawesi regional secretariat employees to always maintain job satisfaction, which means not prioritizing satisfaction so that excellent service is always prioritized.
3. For employees of the regional secretariat of Polewali Mandar, West Sulawesi, to maintain their work commitment to always provide excellent service. In this case, employees always improve work discipline (Work discipline).
4. For the regional secretariat of Polewali Mandar West Sulawesi to continue to encourage and increase employee work motivation to achieve performance both in quantity and quality. Employees always optimize working time (Quality time).
5. For the regional secretariat of Polewali Mandar West Sulawesi to understand employee job satisfaction so that employee performance can be more effective and efficient.
6. For the employees of the Polewali Mandar West Sulawesi Regional Secretariat to continue to maintain a high work commitment so that the achievement of performance continues to be optimal and of higher quality.
7. For employees of the Polewali Mandar West Sulawesi Regional Secretariat to continue to provide excellent service in achieving quality performance.
8. For the regional secretariat of Polewali Mandar West Sulawesi to always foster the work motivation of existing employees and be more professional in performance through excellent service.
9. In achieving more efficient, quality, and quantity employee performance, employee satisfaction needs to be better directed through excellent service.

10. For the regional secretariat of Polewali Mandar West Sulawesi to continue to increase employee work commitment in achieving employee performance through excellent service.
11. For future researchers to focus more on the variables of satisfaction and excellent service with different characteristics of respondents.

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