

**How to Cite:**

Zainudin, B., Sutawidjaya, A. H., Saluy, A. B., Djamil, M., & Endri, E. (2021). The effect of compensation, leadership, and supervision on performance of government civil servants: Mediating role of adversity quotient. *Linguistics and Culture Review*, 5(1), 453-469. <https://doi.org/10.21744/lingcure.v5n1.1988>

# **The Effect of Compensation, Leadership, and Supervision on Performance of Government Civil Servants: Mediating Role of Adversity Quotient**

**Bustami Zainudin**

Universitas Mercu Buana, Jakarta, Indonesia

**Ahmad Hidayat Sutawidjaya**

Universitas Mercu Buana, Jakarta, Indonesia

**Ahmad Badawi Saluy**

Universitas Mercu Buana, Jakarta, Indonesia

**Maszudulhak Djamil**

Universitas Mercu Buana, Jakarta, Indonesia

**Endri Endri**

Universitas Mercu Buana, Jakarta, Indonesia

**Abstract**--The Unitary State of the Republic of Indonesia as a state Island biggest in the world which run the government republic presidential have amount The State Civil Apparatus is very large and greatly determines the performance of the government. As seen from the report the results of the evaluation of the performance of the State Civil Apparatus, are considered unsatisfactory. This study is intended to examine the factors that affect the performance of State Civil Apparatus employees. A total of 40 echelon III officials became respondents in this study based on the data staffing and BPS data obtained through Slovin calculations from a total population of 54 people state civil apparatus, way right district government, Lampung province with the level of echelon III. This study uses a quantitative and correlational approach to determine the effect of compensation variables. Leadership, supervision, on performance mediated by the adversity quotient. The data collection method used in this study is a survey method by distributing purposive questionnaires. The data obtained from the questionnaires were collected and then processed and analyzed using smart PLS software.

**Keywords**---compensation, Lampung, leadership, state civil apparatus, supervision.

## **Introduction**

The Unitary State of the Republic of Indonesia is the largest archipelagic country in the world consisting of 17,504 islands crossed by the equator and located between the continents of Asia and Australia and between the Pacific Ocean and the Indian Ocean. With a population of nearly 270,054,853 million in 2018. Indonesia is the fourth most populous country in the world and the most populous Muslim country in the world, with more than 230 million people. Indonesia's form of government is a republic, with the House of Representatives, the Regional Representatives Council and the President who are directly elected. The national symbol of Indonesia is the Garuda Pancasila with the motto *Bhinneka Tunggal Ika* "different but still one". Indonesia runs a democratic multi-party presidential republic based on Pancasila and the 1945 Constitution. Its political system is Trias Politica, namely legislative, executive and judicial powers. Legislative power is held by an institution called the People's Consultative Assembly (MPR). Indonesia currently consists of 34 de facto provinces. Provinces are divided into 416 districts and 98 cities or 7024 districts at the sub-district level or 81626 areas at village level. Each province has a Provincial DPRD and a governor; while a district has a district parliament and a regent; then the city has a City Council and a mayor (Anthopoulos et al., 2007; Dansereau Jr et al., 1975).

Lampung is the southernmost province on the island of Sumatra, Indonesia, the capital city is Bandar Lampung. This province has 2 cities and 13 regencies. The cities in question are Bandar Lampung City and Metro City. In the north, it is bordered by Bengkulu and South Sumatra. The current phenomenon in the Way Kanan Regency Government of Lampung Province is a decrease in performance. Several things make the performance decline in the Way Kanan Regency Government, Lampung Province is not high enough to achieve commitment from the Organization in the form of Compensation, Leadership, Supervision, and Adversity Quotient of the Government of Way Kanan Regency, Lampung Province. So that there is a very close relationship between Compensation, Leadership, Supervision, Adversity Quotient on the performance of the Government of Way Kanan Regency, Lampung Province. To improve the performance of government institutions, both central and local governments, the efforts made by the government include issuing assessment indicators such as: Government Agency Performance Accountability Report (LAKIP) carried out by the Ministry of Administrative Reform and Bureaucratic Reform (MENPAN and RB), and financial reports and State Property Inventory by the Supreme Audit Agency (BPK).

## **Literature Review**

### **Performance**

The performance produced by individuals in an organization greatly affects the success of an organization in realizing the mission and vision of the organization that has been set (Riyanto et al., 2021). Several experts have defined performance,

one of which is [Hanaysha & Majid \(2018\)](#), performance is the level of achievement of a person or employee in an organization or institution that can increase productivity. Performance according to [Virgiawan et al. \(2021\)](#), is as success that can be achieved by individuals in doing their work, where the measure of success achieved by individuals cannot be equated with other individuals. The success achieved by individuals is based on applicable standards and is adjusted to the type of work. While [Griffin et al. \(2007\)](#), argue that performance is closely related to goals or because of individual work behavior, the expected results can be demands from the individual himself.

Determination of performance is one component of the Performance Accountability System for Government Agencies (AKIP System), although it has not been explicitly regulated in Presidential Instruction 7 of 1999. The preparation of this performance contract is expected to encourage the success of improving the performance of government agencies. In summary, the relationship between performance determination in the AKIP system can be illustrated as follows:

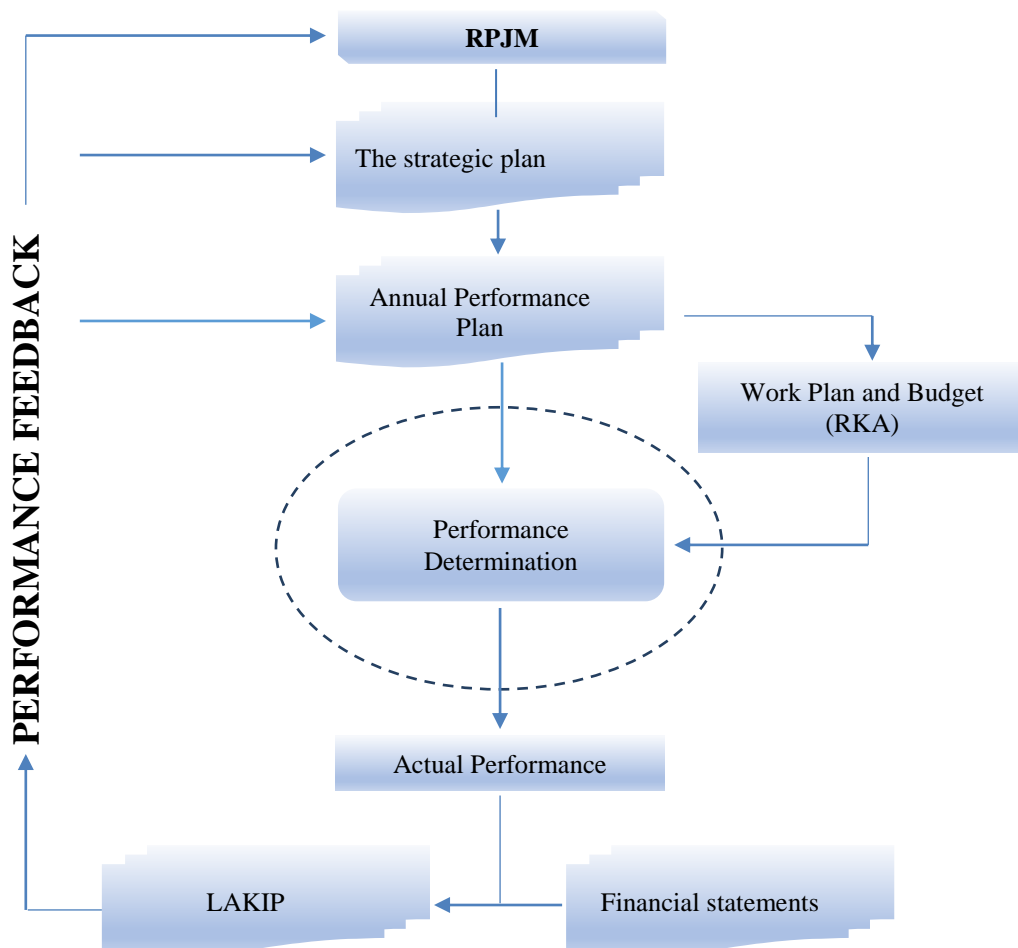


Figure 1. The linkage of performance determination in the AKIP system

The preparation of this performance determination begins with formulating a strategic plan which is a medium-term plan (five years) followed by elaborating the five-year plan into an annual performance plan. Based on the annual performance plan, the required budget is proposed and approved to finance the annual plan. Based on the annual performance plan that has been approved by the budget, a performance determination is determined which is the ability of the recipient of the mandate to realize the performance as planned (Feber & Christover, 2021; Lestariasih & Dewi, 2021). In the current year, the performance of this performance contract will be measured to determine the extent to which performance achievements can be realized by the organization and reported in a performance report commonly called the Government Agency Performance Accountability Report (LAKIP).

### **Compensation**

Compensation is something that employees receive in return for their work. Good compensation is one thing that is very important for organizations and employees. If compensation is given correctly and regularly, the employee's commitment to work better in order to achieve organizational goals or objectives. Compensation is a function of human resources management that relates to each type of reward received by individuals in return for carrying out organizational tasks, employees exchange their energy for financial and non-financial rewards (Vizano et al., 2020). Compensation is an important component in the relationship between the institution and its employees. If managed properly, compensation helps the organization or institution to achieve its goals and acquire, maintain, and keep good employees. Permana et al. (2021), says that compensation is everything received by employees as compensation for their work. Saluy et al. (2021), states that compensation is a form of cost that must be incurred by the institution in the hope that the institution will receive a reward in the form of employee performance.

### **Leadership**

According to Hapsari et al. (2021), leadership is a person's ability to find meaning from negative events and even be able to learn from the most difficult and detrimental circumstances, build relationships, be assertive and present during workers and be a part of what is happening. Leadership is a process by which a person tries to get the support of members of an organization to do something he wants, the contemporary view states that how to align everyone towards a common goal and empower them to take the necessary action (Riyanto et al., 2021). A good leader is a leader who can form people who can replace him. The tasks that must be carried out by a leader are the main functions of management, the main functions of management are as follows: (1) Planning (planning): setting goals and determining ways to achieve goals, (2) Organizing (organizing): organizing work -work, people and resources to achieve goals, (3) Leading: motivating, directing, encouraging and influencing people to work hard to achieve organizational goals, (4) Controlling (controlling): monitoring performance, compare with goals, and take corrective steps (Setiyani et al., 2020). 3 main factors can shape leadership character, namely creativity, energy, and philosophical insight (generating enthusiasm) so that it moves dynamically and

adaptively on principle, but flexible and always looking for breakthroughs in the face of various obstacles (Hughes et al., 2018).

### **Adversity quotient**

Everyone basically has a desire or to achieve success in life. This desire or persistence to achieve success is what Paul G. Stoltz calls Self-Adversity or Adversity Quotient, namely persistence in overcoming all obstacles to climb the desired ladder of success. Adversity quotient (AQ) is a measure of how a person perceives challenges and how well they deal with them (Somaratne et al., 2020). Adversity resilience is a person's ability to face various obstacles he encounters and turn them into valuable opportunities for himself. Thus, adversity has three criteria, namely (a) a skill; (b) endure adversity; (c) derive meaning from the difficulty. As a skill, resilience contains elements that can be taught and disseminated. Resistant to adversity is related to physical, mental, and spiritual aspects, and we must derive meaning from adversity, related to utilizing the feedback obtained in the face of adversity (Alsa et al., 2021). Efforts to be able to face the obstacles found and create them into valuable opportunities can be done by applying the CORE principle which stands for the words "Control" (Control), "Ownership" (Recognition), "Reach" (Reach) and "Endurance" (Durability). This principle is another dimension of resilience that determines how a person handles every deadline, conflict, injustice, setback, challenge, and opportunity he or she encounters in everyday life.

### **Supervision**

The definition of supervision according to Endri (2020), is every effort and action to find out to what extent the implementation of tasks carried out according to the provisions and targets to be achieved. Endri (2020), states that supervision is the process of observing the implementation of all organizational activities to ensure that all work being carried out goes according to a predetermined plan. According to Mujahidin et al. (2021), supervision is one of the most important management functions, so that various management experts in giving their opinions about the management function always place the element of supervision as an important function. Cases that occur in many organizations are not completing an assignment, not being punctual in completing an excessive budget and other activities that deviate from the plan. Once the importance of supervision in an organization so that the success or performance of an organization becomes a measure, to what extent the implementation of supervision of the organization. Even in modern management practice, supervision can no longer be separated from other management functions. The objectives of supervision are as follows: (1) Guaranteeing the determination of the implementation of tasks in accordance with the plan, policies and orders, (2) Carrying out the coordination of activities, (3) Preventing wastage and fraud, (4) Ensuring the realization of community satisfaction with goods and services. services produced, (5) Fostering public trust in the leadership of the organization (government). Supervision activities have a function in management activities. The definition of the supervisory function is basically to assess, analyze, and provide recommendations as well as submit reports related to the field of work of

a department or organization or institution that has been researched (Mathieu et al., 2016).

## Method

This study examines the performance of the state civil apparatus of the Way Kan district government of Lampung province, a total of 40 echelon III officials became respondents in this study based on data staffing and BPS data obtained through slovin calculations from a total population of 54 people state civil apparatus, way right district government, Lampung province with the level of echelon III. This study uses a quantitative and correlational approach to determine the effect of compensation variables. Leadership, supervision, on performance mediated by the adversity quotient. The data collection method used in this study is a survey method by distributing purposive questionnaires. The item measurement scale used in this research instrument is a Likert scale with five alternative answers, each of which has a score gradation as follows: (a) strongly agree (SS) has a score of = 5; (b) agree (S) has a score = 4; (c) undecided (R) has a score = 3; (d) disagree (TS) has a score = 2; and (e) strongly disagree (STS) has a score = 1.

The data obtained from the questionnaires were collected and then processed and analyzed using smartPLS software. Techniques Data analysis is carried out through instrument validity test, instrument reliability test, normality test, test Heteroscedasticity, test Multicollinearity, Descriptive and Inferential Statistical analysis. The use of descriptive data analysis techniques to obtain a description of the characteristics of the distribution of the values of each variable studied. Descriptive analysis is used in terms of data presentation, central measure, and spread size. Presentation of data using distribution lists and histograms. Central measures include the mean, median, and mode. Measures of dispersion include variance and standard deviation. The data analysis method used in this study is multiple linear regression analysis with a two-way equation model:

$$\begin{aligned} PY_1 &= PX_1Y_1 + PX_2Y_1 + PX_3Y_1 + e \\ PY_2 &= PX_1Y_2 + PX_2Y_2 + PX_3Y_2 + PY_1Y_2 + e \end{aligned}$$

Correlational analysis and multiple regression include two aspects. First, the correlational and regression relationship between each of the two research variables, namely between the compensation variable and the performance of the State Civil Apparatus of the Government of Waykanan Regency, Lampung Province, between the leadership variable and the performance of the State Civil Apparatus of the Waykanan Regency Government of Lampung Province, between the variable of resilience and the performance of the State Civil Apparatus (Kiazad et al., 2010; Vecchio & Boatwright, 2002). Waykanan Regency Government, Lampung Province, between the variables of supervision and the performance of the State Civil Apparatus of the Waykanan Regency Government of Lampung Province. Second, the questionnaires used to obtain research data consist of 5 (five) variables, namely: compensation (X1), leadership (X2), supervision (X3).

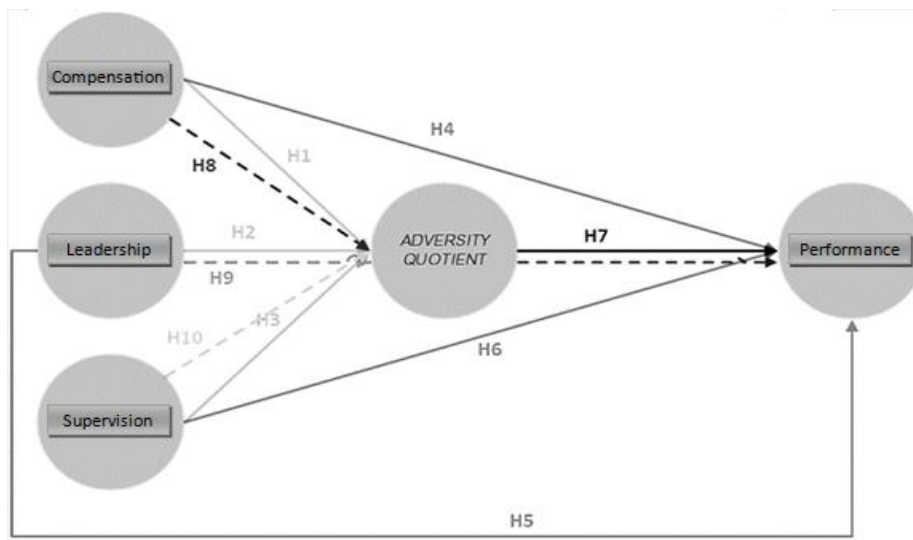


Figure 2. Research framework

Description:

- Independent Variables: X1, X2, and X3
- Dependent Variable: Y1 and Y2

## Results and Discussion

Respondents in this study were State Civil Apparatus of Way Kanan Regency Government who had positions with echelon III positions, amounting to 100 people.

### Validity test

The instrument is declared valid if the calculated r-value > r product moment table (de Barros Ahrens et al., 2020). The r-value of the product-moment table is searched for the r-value of the statistical table based on the df (degree of freedom) value.

Table 1  
Validity test results

Variable	Indicator	R Statistic
Compensation	Performance allowance is given 100%	0,853
	Get a pay cut	0884
	Bonuses and incentives are paid on time.	0,814
	Get Health protection	0,815
	Get leave entitlement	0,745
	Adverse agency policies	0,763
	Colleagues are ready to help if you have difficulty completing tasks	0,771
	Proportionate division of tasks	0,721
	Assignments are given to base on ability (Skill)	0,813

Leadership	Leaders don't look down on their subordinates	0,890
	Get guaranteed work comfort from the leadership	0,839
	My leader provides input on problems experienced by employees at work	0,815
	Leaders provide direction to complete tasks in accordance with expectations.	0,827
	Leaders never intimidate (say rude) to their employees	0,858
	During the meeting the leadership can guide the meeting well	0,830
	Leaders help solve employee problems well at work	0,845
	Supervision must be oriented to the applicable regulations	0,877
	Without supervision your work is still better	0,888
	Monitoring provides feedback on future implementation, planning, and policy	0,823
Supervision	The process of monitoring supervision in each section/division	0,846
	Leaders always carry out an assessment or evaluation of the implementation of supervision	0,919
	Work supervision in accordance with the program is carried out in stages	0,808
	I can't do anything anymore when my boss gives me a work deadline, even though it's clearly impossible to solve	0,845
	If I make mistakes at work because of unclear assignments.	0,773
	Conflict in meetings messes with my work	0,798
	Problems at work won't affect my relationships	0,844
	Adversity for me is a disaster that will have an impact on aspects of my life	0,815
	I feel hopeless when there are many difficulties that I cannot solve at work	0,802
	I got a negative response during the presentation, but I'm sure the problem will pass soon.	0,827
Adversity Quotient	I will not be discouraged and will continue to fight even if I am cornered	0,810
	I'm sure I can face the difficulties that exist	0,802
	When the computer or work equipment I use to do important tasks breaks down, this will affect my other activities.	0,811
	I won't just give up on fate	0,811
	The teasing I get at work makes me angry with the family at home	0,840
	I have a hard time improving my image as an employee when I have been reprimanded by my boss	0,829
	I followed the instructions from my superiors well.	0,917
	My boss praises my work.	0,906
	I never bring stationery to the office.	0,878
	Performance	



Never had difficulty in completing work.	0,903
Always get assignments according to my wishes.	0,851
Get income cuts outside the initial agreement	0,861
Attend on-the-job training/seminars from the office	0.838
I was given a promotion.	0,892

Based on the results of the calculations in the table above, from the results of construct reliability and validity, it shows that the processed data is declared "Valid" with the results of the calculation  $T_{\text{statistic}} > 0.700$ , while  $T_{\text{table}} = 0.355$  ( $T_{\text{statistic}} > T_{\text{table}}$ ).

### Reliability test

All indicators are "Valid" the next test is the Reliability Test, based on the calculation results, the test table can be found as follows:

Tabel 2  
Reliability test results

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
ADVERSITY QUOTIENT	0.955	0.955	0.960	0,667
LEADERSHIP	0.932	0.933	0.945	0.712
LEADERSHIP => ADVERSITY QUOTIENT => PERFORMANCE	1.000	1.000	1.000	1.000
PERFORMANCE	0.959	0.959	0.965	0.776
COMPENSATION	0.929	0.930	0.941	0.639
COMPENSATION => ADVERSITY QUOTIENT => PERFORMANCE	1.000	1.000	1.000	1.000
SUPERVISION	0.930	0.933	0.945	0.741
SUPERVISION => ADVERSITY QUOTIENT => PERFORMANCE				

### Hypothesis test results

This R square statistical test aims to show how much influence the independent variable has on the dependent variable. The decision-making is by looking at the results of the R square test.

Table 3  
R square (Goodness of fit model)

	<i>R Square</i>	<i>R Square Adjusted</i>
ADVERSITY QUOTIENT	0.880	0.877
PERFORMANCE	0.935	0.930

Table 3 shows the R Square Adjusted result of 0.877 for the adversity quotient, which means that the instruments on the compensation variable, leadership variable, and supervision variable can explain the adversity quotient variable instrument of 87.7%. For the performance variable of 0.930, which means that the compensation variable, leadership variable and supervision variable can explain the performance instrument of 93%.

While the value of R Square for the adversity quotient is 0.880, meaning that the compensation variable, leadership variable, and supervision variable simultaneously have an effect of 88% on the adversity quotient variable. The value of R Square for the performance variable is 0.935, meaning that the compensation variable, leadership and supervision variables simultaneously have an effect of 93.5% on the performance variable.

Tabel 4  
Bootstrapping test results

HYPOTHESIS	Original Sample (O)	T-Statistics	P-Values	Results
[H1] Compensation has a negative effect on Adversity Quotient	-0,334	2,524	0,01	Significant
[H2] Leadership has a negative effect on Adversity Quotient	-0261	2,260	0,024	Significant
[H3] Supervision has a negative effect on Adversity Quotient	-0,326	2,350	0,019	Significant
[H4] Compensation has a positive effect on performance	0,302	2,426	0,016	Significant
[H5] Leadership has a positive effect on performance	0,270	2,007	0,045	Significant
[H6] Supervision has a positive effect on performance	0,313	2,513	0,012	Significant
[H7] The Effect of Compensation on Performance with the Adversity Quotient variable as a mediator	-0,057	0,413	0,680	Not Significant
[H8] The Effect of Leadership	0,329	2,190	0,029	Significant

on Performance with the Adversity Quotient variable as a mediator [H9]	-0,311	2,625	0,010	Significant
The Effect of Supervision on Performance with the Adversity Quotient variable as a mediator [H10]	-0,351	3,240	0,001	Significant
Effect of Adversity Quotient on Performance				

Based on the results of data analysis that has been carried out, it can be explained the results of the study of the relationship between research variables (Mücelandili et al., 2013; Pratama et al., 2015; Wilson, 2019). The value for the relationship of each variable has a t-statistical value from the highest 3.240 to the lowest t-statistical value of 0.413, these results are compared with the cut-off t-statistical value of 1.96. To determine the direction of the influence of the research results can be seen from the value of the Original Sample (O). If the value is positive, then it has a positive influence relationship. Conversely, if the Original Sample (O) is negative, then it has a negative influence relationship. The explanation of this research is as follows

- Effect of Compensation on Adversity Quotient.  
From the results of the study, the value of the Original Sample (O) is negative. The results of this study indicate a negative influence relationship. This shows that the results of the study have a non-linear effect on the Adversity Quotient. So that the results of this study every increase in compensation has not been able to increase the adversity quotient. The researcher did not find research references with variables that influence compensation on the adversity quotient (adversity resistance).
- The Influence of Leadership on Adversity Quotient.  
From the research results, the value of the Original Sample (O) is negative. The results of this study indicate a negative influence relationship. This shows that the results of the study have a significant non-linear effect on the Adversity Quotient. This means that every increase in leadership values will reduce the adversity quotient (Accident Resilience). This means that any increase in compensation has not been able to increase the adversity quotient. Researchers did not find research references with variables that influence leadership on adversity quotient (adversity resilience) (Grewal et al., 2008; Villa & Tulod, 2021; Arnawa et al., 2019).
- The Effect of Supervision on Adversity Quotient.  
From the research results, the value of the Original Sample (O) is negative. The results showed a negative influence relationship. This shows that the results of the study have a significant non-linear effect on the Adversity Quotient. This means that every increase in supervision has not been able to increase the adversity quotient. The researcher did not find a research

reference that had an influential variable between supervision and adversity quotient.

- **Effect of Compensation on Performance**  
From the research results, the value of the Original Sample (O) is positive. The results showed a positive influence relationship. This shows that the results of the study have a significant positive effect on performance. This means that every increase in compensation will improve performance. The results of the study are in line with the findings of [Prasetio et al. \(2019\)](#), and [Yamoah \(2013\)](#), which proves that there is a significant relationship between compensation and performance.
- **Influence of Leadership on Performance**  
From the research results, the value of the Original Sample (O) is positive. The results showed a positive influence relationship. This shows that the results of the study have a significant positive effect on performance. This means that every increase in leadership will improve performance. The results of the study are in line with the findings of [Iman & Lestari \(2019\)](#); [Rawashdeh \(2018\)](#), which show that leadership has a positive effect on employee performance. [Fitriasari & Mauludin \(2018\)](#), found that leadership does not directly affect employee performance, where leadership
- **Effect of Supervision on Performance**  
From the research results, the value of the Original Sample (O) is positive. The results showed a positive influence relationship. This shows that the research results have a significant positive effect on performance. This means that every increase in supervision will improve performance. According to [Omisore \(2014\)](#), supervisors with the task of supervising have major consequences on employee productivity. In some situations, supervision can help improve performance if there is a good supervisor-supervisor relationship.
- **Indirect Effect of Compensation on Performance with Adversity Quotient as Mediator.**  
From the research results, the value of the Original Sample (O) is negative. The results showed a negative influence relationship. This shows that the results of the study have a non-linear effect on performance with Adversity Quotient as the mediator. This means that any increase in compensation has not been able to improve performance. The researcher did not find any research references with variables that influence compensation on performance with the adversity quotient (adversity resistance) as a mediator.
- **Indirect Influence of Leadership on Performance With Adversity Quotient as Mediator.**  
From the research results, the value of the Original Sample (O) is positive. The results showed a positive influence relationship. This shows that the results of the study have a positive effect on performance with Adversity Quotient as the mediator. This means that every increase in leadership will improve performance. Researchers have not found a research reference with the same variable with this title. So the researchers did not compare the results of this study ([Sensuse et al., 2015](#); [Ishida & Matsushima, 2009](#)).
- **Effect of Supervision on Performance with Adversity Quotient as Mediator.**  
From the research results, the value of the Original Sample (O) is negative. The results showed a negative influence relationship. This shows that the

results of the study have a non-linear effect on performance with Adversity Quotient as the mediator. This means that every increase in supervision has not been able to improve performance. The researcher did not find any research references with variables that affect Compensation for Supervision and the adversity quotient (Accident Resilience) as a mediator.

- Effect of Adversity Quotient on Performance  
From the research results, the value of the Original Sample (O) is negative. The results of this study indicate a negative influence relationship. This shows that the results of the study have a non-linear effect on the Adversity Quotient. So the results of this study every increase in Adversity Quotient has not been able to improve performance.

## **Conclusion**

Based on the results of data analysis and discussion described in the previous chapter, conclusions for this research as follows:

- Compensation has a significant negative effect on the adversity quotient. The provision of compensation such as bonuses and incentives are significant.
- Leadership has a significant negative effect on the adversity quotient. Proves that the leader only gives orders.
- Supervision has a significant negative effect on the Adversity Quotient of the State Civil Apparatus of the Way Kanan Regency Government. Supervision that is too high causes discomfort.
- Compensation has a significant positive effect on the performance of the State Civil Apparatus of the Way Kanan Regency Government. The provision of compensation such as bonuses, incentives, and promotions can affect performance.
- Leadership has a significant positive effect on the performance of the State Civil Apparatus of the Way Kanan Regency Government. Leader authority needs to be proven that authoritarian leaders can improve performance.
- Supervision has a significant positive effect on the performance of the State Civil Apparatus of the Way Kanan Regency Government. Every job needs to be supervised to minimize errors in work procedures.
- Adversity Quotient significantly negative effect on the performance of the State Civil Apparatus of the Way Kanan Regency Government. Endurance such as creativity, experience, and skill.
- Compensation has an indirect negative effect on the performance of the State Civil Apparatus of the Way Kanan Regency Government. The provision of compensation such as bonuses, incentives, and promotions can affect performance.
- Leadership has an indirect positive effect on the performance of the State Civil Apparatus of the Way Kanan Regency Government.
- Supervision has an indirect negative effect on the performance of the State Civil Apparatus of the Way Kanan Regency Government. Supervision that is too high results in discomfort, creativity, and underdeveloped endurance.

## **Recommendation**

Based on the conclusions and implications that have been made, the suggestions given in this study. The Way Kanan Regency Government as a local government as a public servant, should further improve the performance of the State Civil Apparatus who are in the work environment of the Way Kanan Regency Government by paying compensation, incentives and allowances as promised to each State Civil Apparatus. Based on the results of the questionnaires that have been filled in, the data obtained are that;

- Compensation has a significant negative effect on the adversity quotient. The provision of compensation such as bonuses and incentives will significantly reduce endurance, initiative, creativity and cannot be a motivation for the State Civil Apparatus) Government of Way Kanan Regency, Lampung Province.
- Leadership has a significant negative effect on the adversity quotient. Proves that the leader only gives orders. A leader should be demanded to be closer to the State Civil Apparatus of the Way Kanan Regency Government or to go out in the field to listen to complaints and suggestions. With leaders who can build a culture and a comfortable work atmosphere, it will have an impact on increasing the morale of the State Civil Apparatus of the Way Kanan Regency Government.
- Supervision has a significant negative effect on the Adversity Quotient of the State Civil Apparatus of the Way Kanan Regency Government. Supervision that is too high results in discomfort, creativity and underdeveloped endurance. It is necessary to pay attention to the distribution of training to all lines to improve the performance of the State Civil Apparatus of the Way Kanan Regency Government.
- Compensation has a significant positive effect on the performance of the State Civil Apparatus of the Way Kanan Regency Government. The provision of compensation such as bonuses, incentives, and promotions can affect performance. It should also be noted that every work must be supervised to obtain maximum performance results.
- Leadership has a significant positive effect on the performance of the State Civil Apparatus of the Way Kanan Regency Government. Leader authority needs to be proven that authoritarian leaders can improve performance.
- Supervision has a significant positive effect on the performance of the State Civil Apparatus of the Way Kanan Regency Government. Every job needs to be supervised to minimize work validity. It should also be noted that every work must be supervised to obtain maximum performance results.
- Adversity Quotient significantly negative effect on the performance of the State Civil Apparatus of the Way Kanan Regency Government. Endurance such as creativity, experience, and skills make the State Civil Apparatus of the Way Kanan Regency Government of Lampung Province complacent and underestimate the task so that it is often not completed.
- Compensation has an indirect negative effect on the performance of the State Civil Apparatus of the Way Kanan Regency Government. The provision of compensation such as bonuses, incentives, and promotions can affect

performance. It should also be noted that every work must be supervised to obtain maximum performance results.

- Leadership has an indirect positive effect on the performance of the State Civil Apparatus of the Way Kanan Regency Government. Leader authority needs to be proven that authoritarian leaders can improve performance.
- Supervision has an indirect negative effect on the performance of the State Civil Apparatus of the Way Kanan Regency Government. Supervision that is too high results in discomfort, creativity and underdeveloped endurance. It is necessary to pay attention to the distribution of training to all lines to improve the performance of the State Civil Apparatus of the Way Kanan Regency Government.

## References

- Alsa, A., Sovitriana, R., Ekasari, A., & Endri, E. (2021). Psychological Well-being of Mothers with Autistic Children. *Journal of Educational and Social Research*, 11(6), 247-247.
- Anthopoulos, L. G., Siozos, P., & Tsoukalas, I. A. (2007). Applying participatory design and collaboration in digital public services for discovering and re-designing e-Government services. *Government Information Quarterly*, 24(2), 353-376. <https://doi.org/10.1016/j.giq.2006.07.018>
- Arnawa, I.K., Sapanca, P.L.Y., Martini, L.K.B., Udayana, I.G.B., Suryasa, W. (2019). Food security program towards community food consumption. *Journal of Advanced Research in Dynamical and Control Systems*, 11(2), 1198-1210.
- Dansereau Jr, F., Graen, G., & Haga, W. J. (1975). A vertical dyad linkage approach to leadership within formal organizations: A longitudinal investigation of the role making process. *Organizational behavior and human performance*, 13(1), 46-78. [https://doi.org/10.1016/0030-5073\(75\)90005-7](https://doi.org/10.1016/0030-5073(75)90005-7)
- de Barros Ahrens, R., da Silva Lirani, L., & de Francisco, A. C. (2020). Construct validity and reliability of the work environment assessment instrument WE-10. *International journal of environmental research and public health*, 17(20), 7364.
- Diantari, N. P. A., & Riana, I. G. (2019). Effect of transformational leadership and compensation on employee performance. *International Research Journal of Management, IT and Social Sciences*, 6(6), 146-154. <https://doi.org/10.21744/irjmis.v6n6.781>
- Endri, E. (2020). Evaluation of overseas field study program at the Indonesia Defense University. *International Journal of Innovation, Creativity and Change*, 12(10).
- Endri, E. (2020). The effect of task complexity, independence and competence on the quality of audit results with auditor integrity as a moderating variable. *International Journal of Innovation, Creativity and Change*, 12(12).
- Feber, W., & Christover, D. (2021). Indonesia's socio-political developments during Jokowi's leadership: A study of political journals from an international perspective. *Linguistics and Culture Review*, 5(S1), 1588-1598. <https://doi.org/10.21744/lingcure.v5nS1.1966>
- Fitriasari, M. A., & Mauludin, H. (2018). The Influence of Leadership on Employee Performance with Organizational Culture and Work Motivation as Intervening Variables. *Scientific Research Journal*, 6(7), 42-49.

- Grewal, D., Roggeveen, A. L., & Tsiros, M. (2008). The effect of compensation on repurchase intentions in service recovery. *Journal of retailing*, 84(4), 424-434. <https://doi.org/10.1016/j.jretai.2008.06.002>
- Griffin, M. A., Neal, A., & Parker, S. K. (2007). A new model of work role performance: Positive behavior in uncertain and interdependent contexts. *Academy of management journal*, 50(2), 327-347.
- Hanaysha, J. R., & Majid, M. (2018). Employee motivation and its role in improving the productivity and organizational commitment at higher education institutions. *Journal of Entrepreneurship and Business*, 6(1), 17-28.
- Hapsari, D., Riyanto, S., & ENDRI, E. (2021). The Role of Transformational Leadership in Building Organizational Citizenship: The Civil Servants of Indonesia. *The Journal of Asian Finance, Economics, and Business*, 8(2), 595-604.
- Hughes, D. J., Lee, A., Tian, A. W., Newman, A., & Legood, A. (2018). Leadership, creativity, and innovation: A critical review and practical recommendations. *The Leadership Quarterly*, 29(5), 549-569. <https://doi.org/10.1016/j.leaqua.2018.03.001>
- Iman, N., & Lestari, W. (2019). The effect of leadership on job satisfaction, work motivation and performance of employees: Studies in AMIK Yapennas Kendari. *African Journal of Business Management*, 13(14), 465-473.
- Ishida, J., & Matsushima, N. (2009). Should civil servants be restricted in wage bargaining? A mixed-duopoly approach. *Journal of Public Economics*, 93(3-4), 634-646. <https://doi.org/10.1016/j.jpubeco.2008.11.004>
- Kiazad, K., Restubog, S. L. D., Zagenczyk, T. J., Kiewitz, C., & Tang, R. L. (2010). In pursuit of power: The role of authoritarian leadership in the relationship between supervisors' Machiavellianism and subordinates' perceptions of abusive supervisory behavior. *Journal of Research in Personality*, 44(4), 512-519. <https://doi.org/10.1016/j.jrp.2010.06.004>
- Lestariasih, T, L. P. T., & Dewi, I. G. A. M. (2021). The effect of transformational leadership on employee performance with job satisfaction and organizational citizenship behavior as a mediation variable. *International Research Journal of Management, IT and Social Sciences*, 8(5), 363-376. <https://doi.org/10.21744/irjmis.v8n5.1912>
- Mathieu, C., Fabi, B., Lacoursiere, R., & Raymond, L. (2016). The role of supervisory behavior, job satisfaction and organizational commitment on employee turnover. *Journal of Management & Organization*, 22(1), 113-129.
- Mücelandili, B., Turan, H., & Erdil, O. (2013). The influence of authentic leadership on creativity and innovativeness. *Procedia-Social and Behavioral Sciences*, 99, 673-681. <https://doi.org/10.1016/j.sbspro.2013.10.538>
- Mujahidin, E., Syamsuddin., Nurhayati, I., Hafidhuddin, D., Bahruddin, E., & Endri, E. (2021). Importance Performance Analysis Model for Implementation in National Education Standards (SNPs). *Academic Journal of Interdisciplinary Studies*, 10(5), 114-128.
- Omisore, B. O. (2014). Supervision-essential to productivity. *Global Journal of Commerce and Management Perspective*, 3(2), 104-108.
- Permana, A., Aima, M., Ariyanto, E., Nurmahdi, A., Sutawidjaya, A., & Endri, E. (2021). The effect of compensation and career development on lecturer job satisfaction. *Accounting*, 7(6), 1287-1292.
- Prasetyo, A. P., Luturlean, B. S., & Agathanisa, C. (2019). Examining employee's compensation satisfaction and work stress in a retail company and its effect to



- increase employee job satisfaction. *International Journal of Human Resource Studies*, 9(2), 239-265.
- Pratama, A. P., Ghazali, A., Putranto, N. A. R., Iswari, K. R., Wisesa, A., & Febriansyah, H. (2015). Civil Servants' Competence in Indonesia: Suggestions for Future Research in the Context of Business. *Procedia-Social and Behavioral Sciences*, 169, 371-377. <https://doi.org/10.1016/j.sbspro.2015.01.322>
- Rawashdeh, A. (2018). Examining the effect of green management on firm efficiency: Evidence from Jordanian oil and gas industry. *Management Science Letters*, 8(12), 1283-1290.
- Riyanto, S., Endri, E., & Hamid, A. (2021). The Influence Of Transformational Leadership And The Work Environment On Employee Performance: Mediating Role Of. *Academy of Entrepreneurship Journal*, 27(6).
- Riyanto, S., Endri, E., & Herlisha, N. (2021). Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement. *Problems and Perspectives in Management*, 19(3), 162-174.
- Saluy, A. B., Abidin, Z., Djamil, M., Kemalasari, N., Hutabarat, L., Pramudena, S. M., & Endri, E. (2021). Employee productivity evaluation with human capital management strategy: The case of covid-19 in Indonesia. *Academy of Entrepreneurship Journal*, 27(5), 1-9.
- Sensuse, D. I., Cahyaningsih, E., & Wibowo, W. C. (2015). Knowledge management: organizational culture in Indonesian government human capital management. *Procedia Computer Science*, 72, 485-494. <https://doi.org/10.1016/j.procs.2015.12.130>
- Setiyani, A., Sutawidjaya, A., Nawangsari, L. C., Riyanto, S., & Endri, E. (2020). Motivation and the Millennial Generation. *International Journal of Innovation, Creativity and Change*, 13(6), 1124-1136.
- Somararatne, C. S. N., Jayawardena, L. N. A. C., & Perera, B. M. K. (2020). Role of adversity quotient (AQ) on perceived stress of managers: with specific reference to AQ dimensions. *Kelaniya J Manag*, 8(2), 40.
- Vecchio, R. P., & Boatwright, K. J. (2002). Preferences for idealized styles of supervision. *The Leadership Quarterly*, 13(4), 327-342. [https://doi.org/10.1016/S1048-9843\(02\)00118-2](https://doi.org/10.1016/S1048-9843(02)00118-2)
- Villa, F. T., & Tulod, R. C. (2021). Correlating instructional leadership practices of school administrators with teachers competencies. *Linguistics and Culture Review*, 5(S1), 83-99. <https://doi.org/10.21744/lingcure.v5nS1.1318>
- Virgiawan, A. R., Riyanto, S., & Endri, E. (2021). Organizational Culture as a Mediator Motivation and Transformational Leadership on Employee Performance. *Academic Journal of Interdisciplinary Studies*, 10(3), 67-67.
- Vizano, N. A., Sutawidjaya, A. H., & Endri, E. (2021). The Effect of Compensation and Career on Turnover Intention: Evidence from Indonesia. *The Journal of Asian Finance, Economics, and Business*, 8(1), 471-478.
- Wilson, C. (2019). The translation applied in intersemiotic study. *Applied Translation*, 13(1), 9-15. Retrieved from <https://appliedtranslation.nyc/index.php/journal/article/view/45>
- Yamoah, E. E. (2013). Relationship between compensation and employee productivity. *Singaporean Journal of Business Economics and Management Studies*, 2(1), 110-114.