

# The Effect of Female Leadership Competency, Organizational Culture and Work Motivation on Apparatus Performance in the Government of Gorontalo District

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**Abstract**— *The performance of government apparatuses was important in the implementation process of government organization activities and programs. Several aspects such as organizational culture, work motivation, and leadership were influential in the implementation. The objectives of this research were to analyze and to find whether or not female leadership competency, organizational culture and work motivation directly affected the performance of government apparatuses. This was quantitative research using exploratory survey method. Data were collected using questionnaire and interview. Data were analyzed using PLS (Partial Least Square) approach with an assistance of SmartPLS 3.1 application. The findings showed that female leadership competency, organizational culture and working motivation did not have any significant direct effect on the performance of government apparatuses. However, female leadership competency gave an indirect significant effect on the performance of government apparatuses, mediated by both working culture and work motivation.*

**Keywords**— *Female Leadership Competency, Organizational Culture, Work Motivation, Apparatus Performance.*

## I. INTRODUCTION

Apparatus performance is crucial in the continuant implementation of government organization activities and programs. The bad and the good of apparatus performance affect the performance of government organization. Consequently, a high expectation for the apparatus of government performance is increasingly showed off from time to time, along with the increase in public demand and expectation for the improvement of government organization performances. Therefore, it is inevitable that apparatuses have to improve their performance to fulfill both public demand and public expectation.

As a performance variable, culture is considered a part of organizational system. In this context, it is regarded as an object which is alive in an organization and binds all organization members to achieve common goals. Meanwhile, it is also considered a part of organization environment affecting the organization behavior and performance. On the other hand, leadership factor in performances of apparatus and organization is important when organization members are facing highly dynamic problems and continuous changes driven by technological

progress. A keyword of this leadership factor is the ability to affect organization members. A leader should effect his/her colleagues to show high performances to achieve organizational goals. The success or even the failure of an organization is mostly determined by the factor.

In addition to organizational culture and leadership above, Buhler (2004:191) expressed his opinion about the importance of motivation to improve apparatus performances. He argues that basically, motivation is a process determining how many efforts should be made to carry out a work. Motivation is very important in effort-making to achieve the goal. Apparatus performance greatly depends on organization's ways of generating strong motivation for them.

The improvement of apparatus performance through the development of organizational culture, of leadership competence, and the increase in apparatus work motivation become an issue in which not only public administration experts, but also the local governments in Indonesia are interested. The governments have made efforts to continuously improve their performance, as the bureaucratic performance in Indonesia is widely recognized to be at a desperate condition by many parties.

Some experts i.e. Robbins (2002) and Hatch (1997) concluded the importance of organizational culture in improving apparatus performance. Furthermore, Greenleaf (2002) and Sedarmayanti (2010) had proposed a culture-based local wisdom to support employee performances.

Efforts to improve apparatus performance in the government organization, both in central and regional level, are affected by leadership competence of the organization. The concept is in line with the concept proposed by Rondinelli (1998), Piercy and Morgan (2000), Dwiyanto (2006), Moenir (2002) and Tjiptono (2002). Another similar concept is proposed by Grove and Montgomery (1999), Tan (1991) and Stelter (2002). The concepts convey that leadership competency of women is equal with men's. Besides, woman leadership is accompanied with feminism, a special characteristic only belonging to women. The nature of feminism is that it is more effective to improve subordinate performances.

In addition to organizational culture and female leadership competency, improvement in apparatus performance is also affected by the level of work motivation apparatuses have. Organization is expected to provide motivation for employees, so they will be able to improve service quality which eventually leads to better apparatus performance. However, if motivation is given incorrectly, apparatus performance will decline. Furthermore, frustration, hatred, anxiety and dissatisfaction will emerge. In contrast, if given correctly, work motivation will lead to the improvement in apparatus performance. The correlation between motivation and apparatus performance is supported by Ahmed, Nawaz, Iqbal and Usman (2010) in their research on Motivation and Impact on Job Performance in 2010 at Pakistan. They declare that there is a significant correlation between motivation and job performance. Djumino (2010) and Caroline H (2007) conducted similar research. They investigated the correlation between motivation and performance was conducted. From both research, we understand that motivation gives a significant effect on apparatus performance. In other words, motivation is important to improve apparatus performance in addition to leadership and organizational culture.

Based on the aforementioned explanation, apparatus performance is at least affected by three variables i.e. female leadership competency, organizational culture and work motivation. However, we are interested in

doing a research on whether or not those variables affect the improvement of apparatus performance in the government of Gorontalo District. The objective of this research is to find the effect of female leadership competency, organizational culture and work motivation on apparatus performance in the government of Gorontalo District.

## II. RESEARCH METHODS

This research used quantitative design with explanatory survey method using data analysis of Partial Least Square (PLS) with the assistance of software smart PLS 3.0. Analysis unit in this research was all apparatuses in five local government organizations at Gorontalo District led by women officials i.e. Education and Culture Service, Husbandry and Animal Health Service, Food Security Service, Finance Agency, and Inspectorates, with a total population of 535 people.

Sampling technique was proportional stratified random sampling; while the minimum sample size from population was determined using Slovin formula (Mulyadi, 2016:115). Minimum samples of this research were 100 respondents. The number of sample selected in each stratum was determined using proportional allocation proposed by Harun Al Rasyid in Mulyadi (2016: 116). Samples obtained in each stratum were as follows: 4 respondents from echelon III officials, 16 respondents from echelon IV officials, 3 respondents from functional officials, and 77 respondents from staffs.

Primary data were obtained using questionnaires, interview and observation. Data analysis referred to steps proposed by Ghazali and Latan (2015:47-54). There were 7 steps proposed steps i.e. forming a structural equation model, creating a flow diagram, estimating the model, bootstrapping, evaluating the model and interpreting model.

## III. FINDINGS AND DISCUSSION

### 1. The Result of Validity and Reliability Tests on the Goodness of Fit of Measurement Model

The result of goodness of fit test of measurement model for female leadership ( $\xi$ ) variable can be seen in Figure (1).

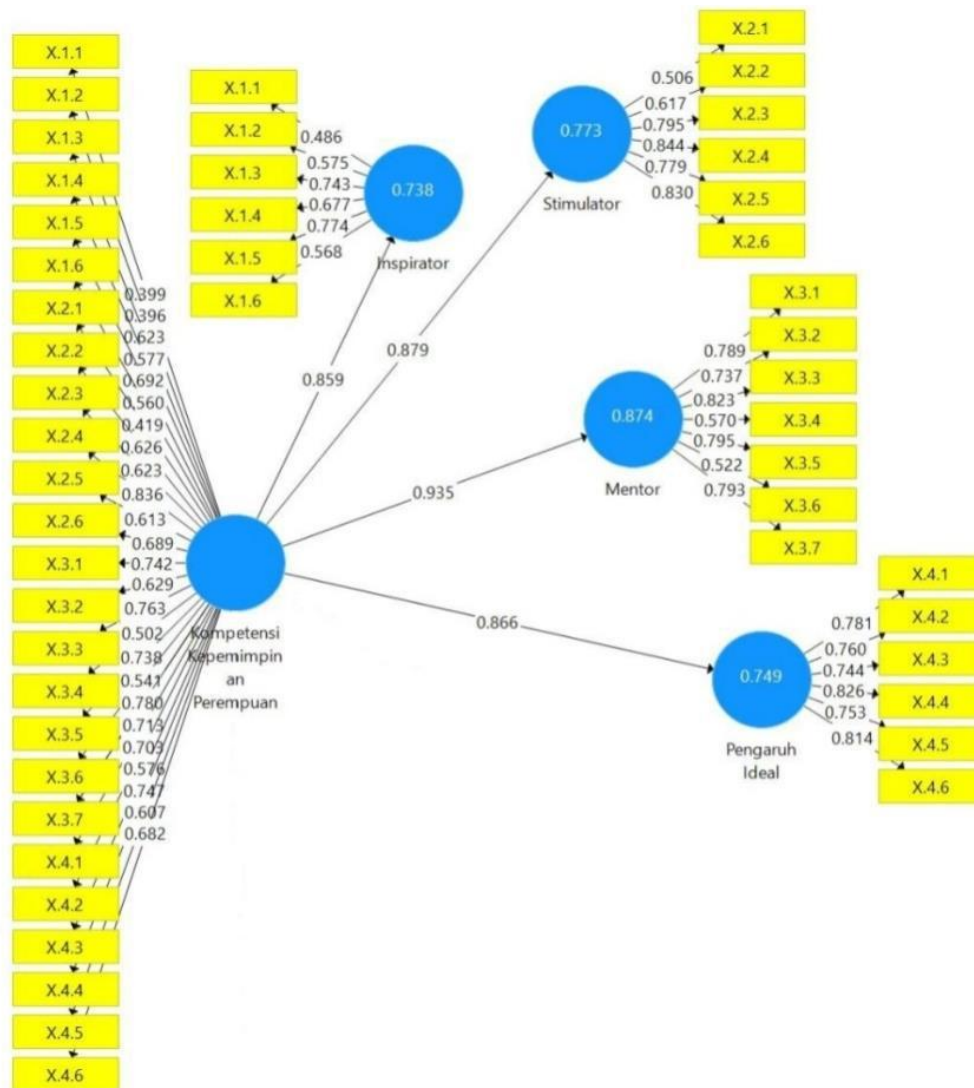


Fig.1: Loading Factors of the Variable Female Leadership Competency

According to the result of validity test (loading factors) above, of 25 indicators, there was one indicator (questionnaire number 1//X<sub>1.1</sub>), which was an indicator from inspiratory dimension, with the loading factor value lower than 0.50. Therefore, it was necessary to retest this model by removing the indicator from the analysis because it did not fulfill the value of convergent validity. In addition to construct validity test, construct reliability test was also performed to present each model forming dimension for the variable female leadership competency

that was reliable. It is based on the value of Cronbach's Alpha from all dimensions which was higher than the limit value of Cronbach's Alpha reliability test (higher than 0.70). It was the same as the result of Composite Reliability test which was higher than the test limit value (higher than 0.70).

The result of the goodness of fit test of measurement model for the variable organizational culture ( $\Omega_i$ ) can be seen in Figure (2).

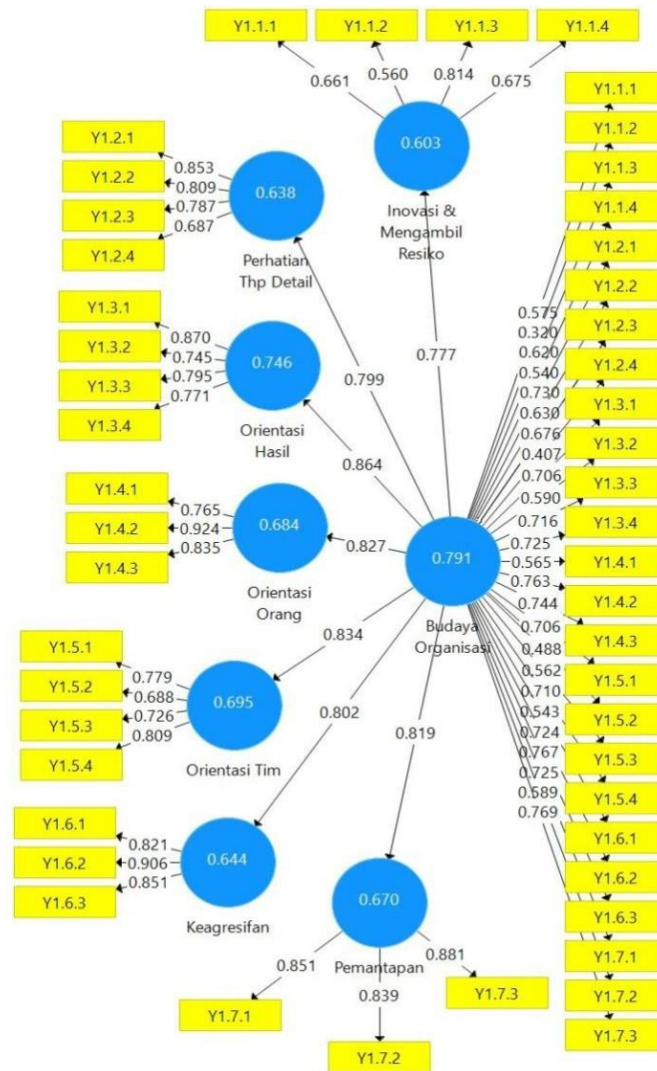


Fig.2: Loading Factors of the Variable Organizational Culture

The result of validity test showed that construct indicator from the variable organizational culture was valid. Meanwhile, the result of reliability test showed that each model forming dimension for organizational culture variable was reliable. It can be seen from the value of the reliability test on both of Cronbach's Alpha and Composite Reliability test values of five model forming dimensions of the variable Organizational Culture tested. The value was

above 0.6 or above the limit value of reliability test which was  $> 0.5$ .

The result of the goodness of fit test of measurement model for the variable work motivation ( $I_2$ ) can be seen in Figure (3):

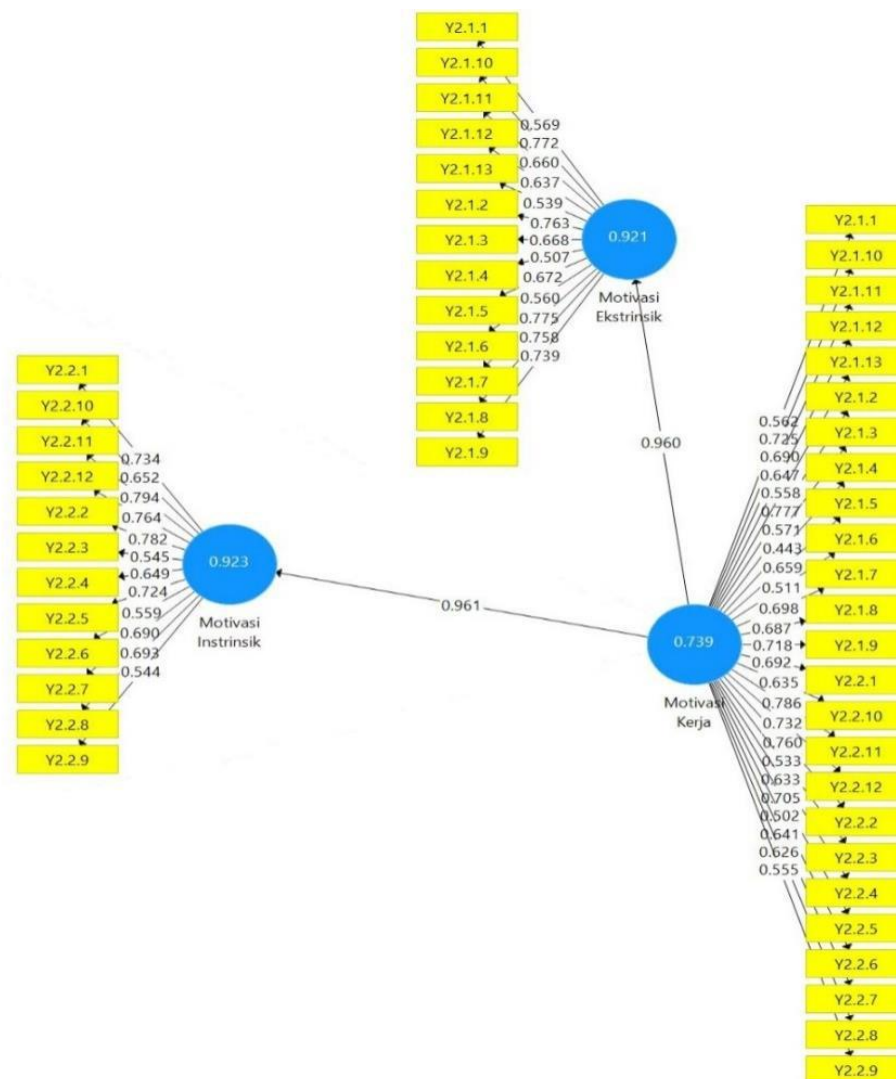


Fig.3: Loading Factors of the Variable Work Motivation

Based on the result of validity test on each construct indicator forming model for the variable work motivation ( $\Gamma_2$ ), all indicators had loading factor values above 0.5. Therefore, all indicators from the variable work motivation were valid. The result of reliability test on the goodness of fit test of model of the variable work motivation was reliable. It was because the value of both

Cronbach's Alpha and Composite Reliability were above 0.70.

The result of the goodness of fit test of measurement model of the variable apparatus performance ( $\Gamma_3$ ) can be seen in the reflexive indicator construct testing and Figure (4).

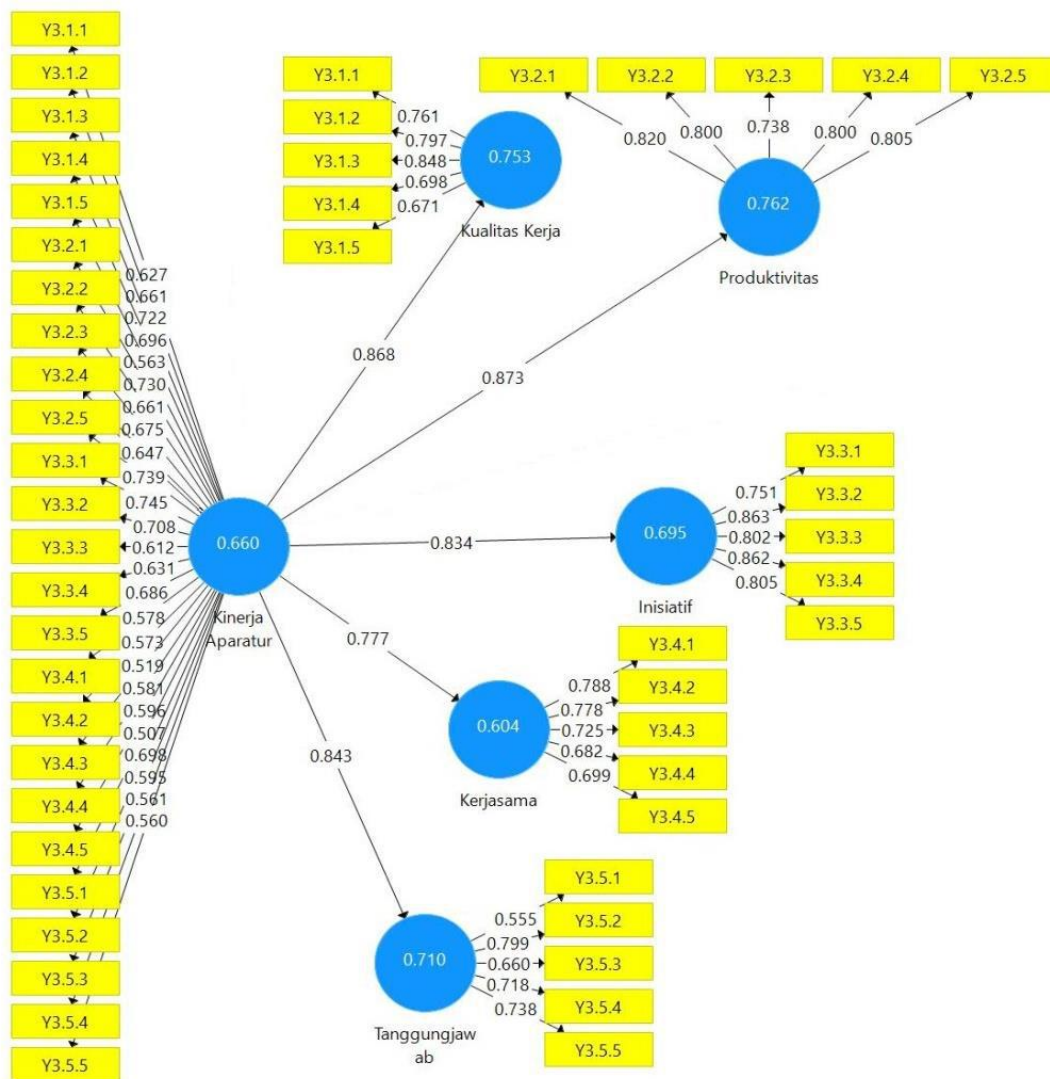


Fig.4: Loading Factors of the Variable Apparatus Performance

Based on the result of validity test on each construct indicator forming model for the variable apparatus performance, of 25 indicators tested, all indicators had loading factor values above 0.5. Therefore, all indicators of the variable apparatus performance were valid. The result of reliability test of the goodness of fit of model showed that each dimension of five dimensions forming model for the variable apparatus performance was reliable. It was because the value of Cronbach's Alpha and Composite Reliability were above 0.70.

## 2. The Effect of Female Leadership Competency on Apparatus Performance in the Government of Gorontalo District

The result of hypothesis testing showed that female leadership competency did not provide significant effect for apparatus performance. This was surely an

antithesis of concept proposed by Grove and Montgomery (1999), Tan (1991) and Stelter (2002). They explained that female leadership competency was equal to male leadership competence due to its special characteristic, feminism that was more effective in improving the performance of its subordinates than leadership competency approach.

The effect of female leadership competency, even though positive, had a low coefficient, which was only 15.4%. The result was in contrast with the result of research performed by Simatupang (2017). He found that female leadership style, which was Androgyny style; a combination of feminism and masculine side that tended to be feminist, had a significant effect on the performance of bureaucratic apparatus in the Government Office of North Sumatera with a coefficient of 72.2%. It was supported by Puspitasari and Oktarina (2018) showing that leadership

style had a significant effect on the apparatus performance with a coefficient of 53.3%.

According to the interview result, insignificant result was relevant to female leadership competency that was yet fully implemented in the government Gorontalo District. This condition was inseparable from the low actualization of typical female leadership style (Androgyny Leadership) by female superiors, either structural officials of echelon II, III or IV.

The low actualization of androgyny leadership style showed that women leaders did not use their feminist ability optimally. Instead, they tended to apply the masculine style owned by men. Bem (1981) expressed that the nature of androgyny was confirmed in an individual when s/he had two characteristics, masculinity and femininity. The androgyny leadership style was considered important because a leader should have not only a high social sensitivity but also determination and consistency in implementing policy in the right target. Likewise, Partini (2013) stated that androgyny was individuals having two characteristics at the same time, which were masculinity and femininity in equal. For example, when making argumentation, leaders should not only be determined and dominant, but also be loving, sociable, kind and close to the citizens.

In term of motivation aspect, the presence of the concept of androgyny female leadership could explain how androgyny leadership concept affected the apparatus motivation to have a high performance. It was in line with Hasibuan (2003:141) that motivation had an important role encouraging and driving employees to work for specified goals. If work motivation was low, the specified goal would not be achieved. Therefore, androgyny leadership concept was needed to generate work motivation for each apparatus for effectiveness of female leadership competency, especially apparatuses in the government of Gorontalo District.

### 3. The Effect of Female Leadership Competency on Organizational Culture

The result of hypothesis testing on the effect of female leadership competency on organizational culture showed that female leadership competency provided positive significant effects for organizational culture. The coefficient value was quite high, which was 89.2%. This showed that female leadership competency was a determinant of organizational culture.

The result of this research was consistent with the result of research performed by Riadi (2018). It showed

that female leadership competency had a significant effect and was positively correlated with organizational culture in Cimahi. It was also supported by research conducted by Abdussamad, Akib and Paramata (2015) on the significant effect of transformational leadership on organizational culture. The consistency of this research with previous research indicated that organizational culture in the government of Gorontalo District could be improved through female leadership competency. This result was also reinforced by Surjadi (2009). He mentioned that a strong culture was supported by some factors leadership, sense of direction, climate, positive teamwork, value add systems, enabling structure, appropriate competences and developed individual. Of all supporting factors, leadership was a factor having the most dominant effect on the process of culture implementation in an organization, especially in the top leader of the organization. Therefore, the role of leadership competency was seen, especially female leadership competency in establishing an organizational culture that was conducive in working environment.

Based on the interview result, female leadership competency provided a significant effect for organizational culture. The effect was due to innovation ability of female officials as a form of implementation of female leadership competency. This result did not only convey the role of innovation in the improvement of organizational culture in the government of Gorontalo District, but also supported Robbins (2002:248) suggesting seven leadership characteristics to improve organizational culture, one of which was innovator.

This interview result was in line with the result of descriptive analysis on respondents' responses to questionnaires. Of 25 indicators of the variable organizational culture stated in questionnaires, the indicator "Employees were motivated to think creatively" had the highest value 91. It indicated that most respondents agreed that female leadership competency was effective in encouraging apparatus' creativity. Besides, the highest value indicated that innovation ability of female officials was determined by their ability to encourage organization members to think creatively in finding better, more effective and efficient methods, especially while making innovative and new breakthrough to overcome each problem in the work unit.

The finding of this research confirmed opinions of some experts, such as Widodo (2002: 56), that in order to establish organizational culture, government ability and competency of apparatus leadership should be in line with vision, mission and purpose of the organization. This concept emphasized the importance of female leadership

competency in improving organizational culture in government organization, especially in the government of Gorontalo District.

#### 4. The Effect of Female Leadership Competency on Work Motivation

The result of hypothesis testing showed that female leadership competency provided significant effect for work motivation. This significant effect was in line with the result of research on "The Effect of Leadership on Employee Work Motivation in Regional Drinking Water Company (PDAM) Madiun" performed by Ningsih (2016). The finding showed that leadership provided significant effect for employee work motivation in Regional Drinking Water Company (PDAM) Madiun with the coefficient of leadership determination on work motivation 85.9%. It was consistent with the finding of research performed by Pranata (2015) that apparatus performance provided a significant effect for work motivation with the coefficient of determination of 77.5%. This was also consistent with the finding of research performed by Setyawan and Bagus (2014) that the quality of leadership provided a significant effect for work motivation with the coefficient of determination of 52.3%.

The consistency of this research with the previous research confirmed the opinion of some experts, such as Rondinelli (1998) and Morgan and Piercy (1998). They proposed that one of the main factors to improve work motivation was leadership competence. It supported the Sedarmayanti (2010: 185) idea regarding leadership concept for women. She revealed that to improve subordinates' productivity and performance, the leader should have an ability in generating motivation to subordinates and in focusing on behavior to help transformation between individual and organization.

As described in the interview result, the significant effect of female leadership competency on work motivation was given by granting inspirational motivation to the leader herself, impacting the improvement of work motivation. This finding of this research also confirmed Bass (1985) opinion. He stated that the role of female leadership competency in the form of inspirational motivation or compliment did not only served as reward, or even a recognition or motivation for members, but also encountered obstacles in work.

This was also in line with the result of descriptive analysis on respondents' responses to questionnaires. Based on the indicator analysis of respondent's response to question items, work motivation of apparatus in the government of Gorontalo District was affected by female

leadership competency that tended to be transactional where the leader had an ability to grant inspirational motivation. This result was consistent with Schermerhorn (1999) that women leaders tended to be democratic, respectful, concerned to their employees/subordinates and willing to share power and feeling with others.

Findings of this research confirmed the opinion of some experts, such as Buhler (2004:191) stating the importance of motivation. According to him, basically motivation was a process determining how many efforts should be made to carry out the work. Motivation in the form of encouragement to work played a crucial role to achieve goals, so each organization/company should be able to generate strong work motivation for employees.

#### 5. The Effect of Organizational Culture on Apparatus performance

Based on the result of hypothesis testing, organizational culture did not provide significant effect for apparatus performance. Even though the order of organization culture was positive, the coefficient value was low (36.9%). This result was in line with a research performed by Gani (2006), who found that organizational culture did not provide significant effect for the performance of employees in wood processing industry in Makassar. It was also supported by research performed by Susanto and Aisiyah (2010). They stated that organizational culture did not provide significant effect for apparatus performance in Land Office of Kebumen District. In contrast, there was a different result of research performed by Abdullah (2006). He showed that organizational culture provided a positive significant effect on apparatus performance in the Tax Office of West Semarang. Even though there were similar and different results between this research and other research due to different methods, environments and number of research respondents, the result of this research showed that organizational culture did not contribute to the improvement of apparatus performance in the government of Gorontalo District.

Based on the interview result, there was a correlation between the insignificant result and organizational culture that was not fully internalized in the government of Gorontalo District. This condition was inseparable from the low commitment of almost all elements in the government of Gorontalo District; such as structural officials, functional officials or implementation staff. The lack of commitment was in line with the result of descriptive analysis on respondents' responses to the research questionnaires from the variable organizational item. The value of question items "Organization was



consistent in carrying out a plan” was low. The low value showed that organization presented by structural officials, functional officials, and staff was considered lacking commitment in the value of organizational culture internalization. Consequently, apparatus behavior and attitude tended to be passive during the internalization process. The internalization effort was only carried out to fulfill the responsibility in the implementation report and not oriented to the actual internalization efforts, so that the effect was not optimum.

This aspect, confirmed by Wahab (2016) explained that personality and characteristic; such as commitment, honesty and democracy determined the optimization and effectiveness of culture value internalization in an organization. It was supported by Hasibuan (2003:141) that commitment played an important role in encouraging and driving employees to achieve specified goals. If the work motivation was low, the specified goal could not be achieved. For this reason, a commitment was needed to internalize organizational culture values in the government of Gorontalo District.

## 6. The Effect of Work Motivation on Apparatus performance

The result of hypothesis testing showed that work motivation did not provide significant effect for apparatus performance. Coefficient value of this variable was 32.4%. It meant that apparatus performance in the government of Gorontalo District was partly affected by work motivation; while the rest was affected by other factors.

The result of this research was different from the result of research performed by Hanafi (2017) on “The Effect of Work Motivation on Employee Performance in PT. BNI Life Insurance”. He found that motivation provided a significant effect and was positively correlated with the employee performance in PT BNI Life Insurance. It was the same as the result of research performed by Dharmayati (2015) on the Effect of Intrinsic and Extrinsic Motivations on Employee Performance. She found that intrinsic and extrinsic motivations provided a significant effect for employee performance. The different result between this research and the previous research indicated that apparatus performance in the government of Gorontalo District was partly improved by granting work motivation. This result surely became the antithesis of the concept of work motivation based on Herzberg theory in Luthans (2006: 282). He stated that work motivation was an encouragement and good will coming from within (intrinsic) or outside (extrinsic) employees. Based on this

theory, work motivation should affect apparatus performance, yet this research found different result.

The insignificant effect of work motivation on apparatus performance was caused by work demotivation as a result of dissatisfaction felt by apparatus. It was proven by the test result on work motivation that was not significant. Furthermore, the result was also supported by result of interview. We found that work motivation did not fully affect apparatus performance in the government of Gorontalo District due to demotivation in apparatus. Meanwhile, motivation that had been built was not maintained by organization. This was consistent with Winardi (2007:132) that to make an effective organization, the organization should deal with motivational problems. It could stimulate decisions to engage with related organization and to produce at work.

This result was also consistent with the result of descriptive analysis of respondents’ responses to question items having the lowest score, where there were four question items having the lowest score from respondents, such as: (1) Salary included allowances received satisfied the need of employees; (2) Income received by employees was always full without any deduction for organization interest; (3) Organization carried out selection of standing employee; and (4) Award given to employees by organization based on the level of work. Based on the first and second question items above, it indicated that most of respondents considered motivation maintenance effort taken was poor, especially the fulfillment of financial need from apparatus. This condition caused demotivation among apparatus. The implication was apparatus tried to find side job to fulfill their financial needs and often neglected their main tasks because they more focused on the job side. As a result, the effect of work motivation on the apparatus performance was not optimal.

## 7. The Effect of Female Leadership Competency on Apparatus Performance Mediated by Organizational Culture

The result of hypothesis testing on the effect of female leadership competency on apparatus performance mediated by organizational culture significantly provided a positive effect and had a high coefficient value. This testing result was different from the result of previous testing on the direct effect of female leadership competency on apparatus performance that was not mediated by organizational culture. The previous testing resulted an insignificant effect and low coefficient value.

This result supported Jusi in Surjadi (2009) that a strong culture was supported by several factors; such as

leadership, sense of direction, climate, positive teamwork, value add systems, enabling structure, appropriate competences and developed individual. Of all supporting factors, leadership was the factor having the most dominant effect on the process of culture implementation in an organization. Therefore, the role of leadership competence was seen, especially female leadership competency, in establishing a conducive organizational culture.

The significant effect of female leadership competency on apparatus performance mediated by organization culture was caused by the implementation of female leadership competency. The competency was more effective because supported by a high level of organizational culture. The finding was supported by the interview result that the significant effect of female leadership competency on apparatus performance mediated by organization culture was intervened by not only innovation skill, but also a strong commitment to implement it. Consequently, female leadership competency had a role not only as a determinant in organizational culture, but also as indirect determinant in apparatus performance. Female leaders were able to support organizational culture and improve apparatus performance.

Meanwhile, the role of mediation played by organizational culture as a catalyst maximizing the effect of female leadership competency on apparatus performance could be seen from the result of SmartPLS 3.1 analysis through a specific indirect effect test. The analysis result showed that of seven dimensions of organizational culture, there were two having the highest coefficient values i.e. innovation and taking risk. It meant that these dimensions were catalysts maximizing the effect of female leadership competency on apparatus performance.

The role of dimensions innovation and taking risk was triggered by the role of female leadership competency variable in encouraging the staff to do innovation and to improve apparatus performance with creative ideas. This role was called (2016:7) a role of agent of change by Suryanto. The leader encouraged apparatus to do a creative process and to make breakthrough in order to achieve expected ideal condition (service).

The discussion showed two important roles of each variable: the role of female leadership competency in improving organizational culture and the role of organizational culture in improving apparatus performance. However, a strong commitment was required to make the role of female leadership competency effective to provide a significant effect for apparatus performance mediated by organizational culture. The role of organizational culture in

improving the apparatus performance was greatly determined by the role of commitment to implement it.

### **8. The Effect of Female Leadership Competency on Apparatus performance Mediated by Work Motivation**

The result of hypothesis testing on the effect of female leadership competency on apparatus performance mediated by work motivation showed positive and significant effects with a high coefficient value. This test result was different from the previous research result on the direct effect of female leadership competency on apparatus performance that was not mediated by work motivation. The result was not significant and the coefficient value was low.

The significant effect of female leadership competency on apparatus performance mediated by work motivation was caused by the more effective role of female leadership competency. The competency was supported by the factor inspirational motivation from work motivation. The finding was supported by the interview result that the significant effect of female leadership competency on apparatus performance mediated by work motivation was not only intervened by female leadership competency, especially ability to generate inspirational motivation, but also caused by the increase in work motivation, so the apparatus performance was also improved. Consequently, female leadership competency had a role as not only determinant in work motivation, but also indirect determinant in apparatus performance through their abilities in supporting work motivation to improve the performance.

Meanwhile, the role of mediation played by work motivation as a catalyst maximizing the effect of female leadership competency on apparatus performance was stated by Herzberg in Luthans (2006:282) in his two-factor theory. He stated that when the competency was implemented in an organization, this theory emphasized the importance of creating balance between the two factors. If one of which was not met, it would lead to ineffective and inefficient work.

The discussion showed that there were two important roles of each variable, i.e. the role of female leadership competency in improving work motivation and the role of work motivation in improving the apparatus performance. Therefore, the finding supported the idea that female leadership competency provided a significant effect for apparatus performance mediated by work motivation.

In consequent, apparatus performance in the government of Gorontalo District was likely to be improved through a strategic role by a female leader in encouraging the role of her leadership competency. Finally, apparatus performance could be improved.

**9. The Development of Theory about the Effects of Female Leadership Competency, Organizational Culture and Work Motivation on Apparatus Performance**

Based on the previous discussion, important factors could be found in this research. Those factors were (1) the balance between masculinity and femininity (androgyny leadership); (2) integrity and persistence and (3) loving others, protecting without any intention and maintaining good relationship. However, in their implementation, those factors could not be implemented partially, but simultaneously with female leadership competency, organizational culture and work motivation to improve apparatus performance. In consequent, geometrically, the framework of simultaneous model of those factors could be described as follows:

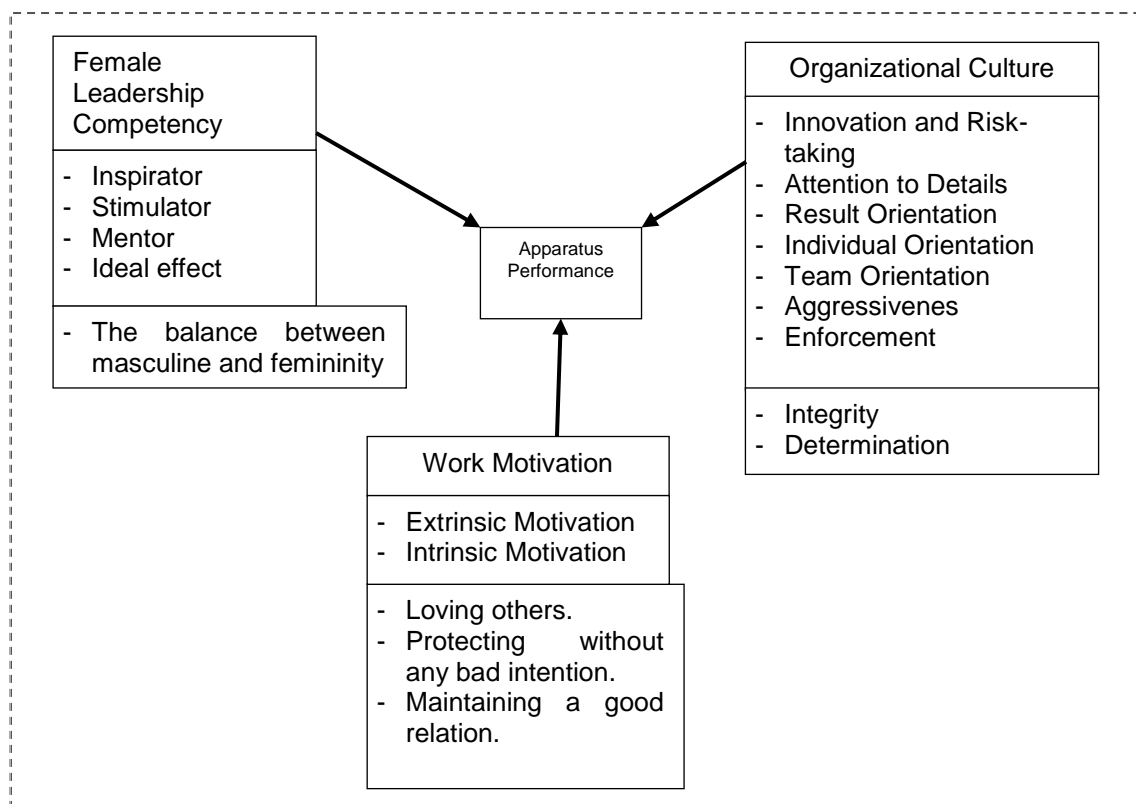


Fig.5: Framework of Simultaneous Model Based on the Research Finding

The framework of model in Figure (5) showed that in order to improve apparatus performance, a simultaneous model concept, an additional function of female leadership competency, organizational culture and work motivation that had been integrated with the findings of the research i.e. the balance between masculinity and

femininity (androgyny leadership), integrity and persistence and loving others, protecting without any intention and maintaining good relationship was proposed. Consequently, in order to implement the model as a model concept, we should formulate a new model concept called Simultaneous Model Concept as described in Table (1).

Table.1: Proposed Simultaneous Model Concept

Research Variable	Research Findings	Proposed Simultaneous Model Concept
<b>Female Leadership Competency</b> - Inspirator - Stimulator - Mentor - Ideal effect	- Balance between masculine and femininity	<b>Female Leadership Competency</b> - Inspirator - Stimulator - Mentor - Ideal effect - Balance between masculine and femininity  <b>Organizational Culture</b> - Innovation and Risk-taking - Attention to Details - Result Orientation - Individual Orientation - Team Orientation - Aggressiveness - Enforcement - Integrity - Determination  <b>Work Motivation</b> - Extrinsic Motivation - Intrinsic Motivation - Loving others. - Protecting without any bad intention. - Maintaining a good relation.
<b>Organizational Culture</b> - Innovation and Risk-taking - Attention to Details - Result Orientation - Individual Orientation - Team Orientation - Aggressiveness - Enforcement	- Integrity - Determination	
<b>Work Motivation</b> - Extrinsic Motivation - Intrinsic Motivation	- Loving others. - Protecting without any bad intention. - Maintaining a good relation.	

Source: Processed data, 2019

Based on the proposed model, we offered a model concept called a simultaneous model concept as an effort to obtain an effective model to improve apparatus performance. The improvement of apparatus performance was affected by three factors that had been integrated in this model i.e. female leadership competency, organizational culture and work motivation. However, in its implementation, those factors could not be implemented partially. Therefore, it was important to implement those three factors simultaneously. When those factors were implemented simultaneously, the goal of the development of this simultaneous model concept could be achieved. The goal was the improvement of apparatus performance as a result of acculturation from those three factors. As a result, a dynamic condition covering the weakness of each factor

as a joint strength could be manifested, affecting the improvement of apparatus performance.

#### IV. CONCLUSIONS

Data analysis performed found that the three variables, which were female leadership competency, organizational culture and work motivation did not provide a significant effect directly for the performance of government apparatus. However, on the other side, female leadership competency provided an indirectly significant effect for apparatus performance mediated by organizational culture and work motivation.

The increase in effectiveness of female leadership competency, organizational culture and work motivation in improving the performance of government apparatus could

be carried out in various ways, such as encouraging women leader to take part in leadership competence development, making a joint commitment in implementing organizational culture values in the government of Gorontalo District and performing a motivation maintenance program (maintenance factor) for apparatus in the government of Gorontalo District.

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