

**PENGARUH SELEKSI TERBUKA, KEPUASAN KERJA,  
KEEMIMPINAN TRANSFORMASIONAL DAN MOTIVASI KERJA  
TERHADAP KINERJA PEGAWAI NEGERI SIPIL  
PADA PEMERINTAH PROVINSI BALI**

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**ABSTRAK**

Kinerja Pegawai Negeri Sipil (PNS) menjadi fokus perhatian pemerintah dan masyarakat di tengah-tengah adanya tuntutan pelayanan publik yang berkualitas. Pelayanan publik yang memenuhi harapan masyarakat merupakan muara reformasi birokrasi. Sebelum ditetapkannya kebijakan reformasi birokrasi, gambaran birokrasi khususnya PNS masih berkonotasi dengan citra negatif sehingga diperlukan upaya-upaya untuk meningkatkan kinerjanya. Tahun 2014 pemerintah mulai melaksanakan sistem merit dalam pengembangan dan pembinaan PNS yang diharapkan dapat meningkatkan motivasi dan kinerja birokrasi. Penelitian ini bertujuan untuk menganalisis pengaruh seleksi terbuka, kepuasan kerja, kepemimpinan transformasional dan motivasi kerja terhadap kinerja PNS pada Pemerintah Provinsi Bali. Penelitian ini merupakan penelitian *ex post facto* dengan metode kuantitatif. Teknik pengumpulan data dengan *proportional random sampling* menggunakan kuesioner dengan skala likert yang telah divalidasi oleh ahli dan dilakukan uji coba dan dinyatakan valid reliabel. Teknik analisis data yang digunakan adalah SEM-PLS. Penelitian ini melibatkan 158 responden PNS di lingkungan Pemerintahan Provinsi Bali. Hasil penelitian didapatkan seleksi terbuka mempunyai pengaruh langsung terhadap motivasi kerja ( $p=0,017$ ), kepuasan kerja berpengaruh langsung terhadap motivasi kerja ( $p=0,009$ ), kepemimpinan transformasional berpengaruh langsung terhadap motivasi kerja ( $p=0,003$  dan motivasi kerja berpengaruh langsung terhadap kinerja pegawai ( $p=0,003$ ). Seleksi terbuka mempunyai pengaruh langsung terhadap kinerja pegawai ( $p=0,001$ ), kepuasan kerja berpengaruh langsung terhadap kinerja pegawai ( $p=0,032$ ), kepemimpinan transformasional berpengaruh langsung terhadap kinerja pegawai ( $p=0,039$ ). Simpulan hasil penelitian ada pengaruh simultan antara seleksi terbuka, kepuasan kerja dan kepemimpinan transformasional terhadap motivasi kerja. Ada pengaruh simultan antara seleksi terbuka, kepuasan kerja dan kepemimpinan transformasional dan motivasi kerja terhadap kinerja PNS pada Pemeritahan Provinsi Bali. Berdasarkan hasil penelitian maka direkomendasikan untuk meningkatkan kualitas pelaksanaan seleksi terbuka pada Jabatan Pimpinan Tinggi, mendorong pejabat meningkatkan kepemimpinan transformasional untuk memotivasi kerja pegawai dalam meningkatkan kinerja guna mewujudkan visi dan misi Pemerintah Provinsi Bali.

*Kata kunci:* seleksi terbuka, kepuasan kerja, kepemimpinan transformasional, motivasi kerja terhadap kinerja pegawai

**THE EFFECT OF OPEN SELECTION, JOB SATISFACTION,  
TRANSFORMATIONAL LEADERSHIP AND JOB MOTIVATION  
ON THE PERFORMANCE OF CIVIL SERVANTS  
IN THE BALI PROVINCE GOVERNMENT**

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**ABSTRACT**

The performance of Civil Servants has become focus of attention of the government and public in the midst of the demands for quality public services. Public services which meet people's expectations are the estuary of bureaucratic reform. Prior to the enactment of the bureaucratic reform policy, the image of the bureaucracy, especially civil servants, still had a negative image, so efforts were needed to improve their performances. In 2014 the government began to implement a merit system in the development and guidance of civil servants which is expected to increase the motivation and performance of the bureaucracy. This study was aimed to determine the effect of open selection, job satisfaction, transformational leadership and work motivation on the performance of civil servants in the Bali Provincial Government. This research was an ex post facto research with quantitative method. The data collection technique was proportional random sampling using a questionnaire with a Likert scale that has been validated by experts and tested and declared valid and reliable. The data analysis technique used was SEM-PLS. This study involved 158 civil servants in Bali Provincial Government. The results showed that open selection had a direct effect on work motivation ( $p=0.017$ ), job satisfaction had a direct effect on work motivation ( $p=0.009$ ), transformational leadership had a direct effect on work motivation ( $p=0.003$ ) and work motivation had a direct effect on employee performance ( $p=0.003$ ). Open selection had a direct effect on employee performance ( $p=0.001$ ), job satisfaction had a direct effect on employee performance ( $p=0.032$ ), transformational leadership had a direct effect on employee performance ( $p=0.039$ ). There was a simultaneous effect between open selection, job satisfaction and transformational leadership on work motivation. There was a simultaneous influence between open selection, job satisfaction and transformational leadership and work motivation on employee performance in Bali Provincial Government. Based on the research results, it was recommended that efforts to improve the implementation of open selection in high leadership positions should be transparent, accountable and openly announce the stages, increase job satisfaction and organizational management with a transformational leadership approach to increase work motivation and employee performance within the Bali Provincial Government.

Keywords: open selection, job satisfaction, transformational leadership, work motivation on employee performance