THE EFFECT OF LEADERSHIP STYLE, WORK MOTIVATION AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE AT REGIONAL SECRETARIAT

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ABSTRACT

Purpose of the study — This study aims to obtain empirical evidence about the influence of variables Influence of Leadership Style, Work Motivation and Organizational Culture on Employee Performance and want to know the dominant variable influence on Employee Performance at the Regional Secretariat of Cirebon Regency

Research method—The research population is 37 people, namely all employees. The method used is descriptive analytic and the nature of the research is explanatory. While the data analysis using multiple regression analysis

Result— For testing the research hypothesis simultaneously, the F test is used and for partial hypothesis testing, the t test is used. The results showed that the leadership style variable simultaneously had a significant effect on employee performance. The magnitude of the simultaneous influence is 0.635 or 63.5% is the contribution of leadership style to employee performance, work motivation has a significant effect on employee performance. The magnitude of the simultaneous influence is 0.710 or 71% is the contribution of work motivation to employee performance and Organizational Culture has a significant effect on employee performance.

Conclusion— The magnitude of the simultaneous influence is 0.793 or 79.3% is the contribution of organizational culture to employee performance. Partially, leadership style, work motivation and organizational culture have a significant effect on employee performance. The magnitude of the direct partial effect of leadership style, work motivation and organizational culture significantly influence employee performance is 0.807 or 80.7%. Thus, the performance of employees carried out by employees of the Cirebon Regency Regional Secretariat was obtained by 80.7%.

Keywords: Leadership Style, Work Motivation, Organizational Culture, Employee Performance

INTRODUCTION

The performance of human resources or employees in a company can be influenced by various factors, including leadership style and organizational culture. Leadership style and organizational culture can influence employee behavior in a company. Efforts to improve employee performance in addition to internal control, leadership style also needs to be considered. An ideal leader must have a good leadership style so that it can improve employee performance. A leader really needs to pay attention to the leadership style in influencing the exposition, directing the activities of group members and coordinating the goals of members and organizational goals so that both can be achieved. Leadership can be defined as the use of power and influence to direct the activities of followers towards the attainment of goals. (Colquitt, et.al, 2009).

In addition to leadership style, the success of an organization or company in achieving its goals can also be influenced by organizational culture. Organizational culture is the patterns, norms, beliefs and values that apply in a company. This can affect the actions or behavior of human resources or employees in an organization or company so that it has implications for the performance of employees in an organization or company. Employees who have understood the values in an organization will make these values as the personality of the organization. These values and beliefs will be manifested in their daily behavior at work, so that it will be an individual performance and good performance of each individual will lead to good organizational performance as well.

According to Sarplin in Susanto (2006: 120) Organizational culture is a system of values, beliefs and habits in an organization that interacts with its formal system structure to produce norms of organizational behavior. According to Ivancevich (2006:46) a strong organizational culture is characterized by the presence of employees who share core values. The more values are embraced and core values are accepted, the stronger the culture, and the greater the influence on organizational behavior.

Organizational culture permeates organizational life and further influences every organizational life. Therefore, organizational culture has a very large influence on the main aspects of organizational performance. This statement has been widely accepted and supported by several studies linking performance with organizational culture. If organizational culture is an important aspect in improving performance, then organizational culture must be managed properly. To be able to manage an organization well requires a clear understanding and attention to organizational culture. Culture as an integrated pattern of human behavior including thoughts, speech, actions and artifacts and depends on the capacity of people to listen, and pass knowledge on to future generations (Terrence E. Deal and Allan A. Kennedy, 2004: 4).

In accordance with the context of empowering human resources, to produce employees who are professional and with high integrity, it is necessary to have a standard reference imposed by an organization. The standard reference is organizational culture that

systematically guides employees to increase their work commitment to the organization. Sondang Siagian (1995: 187) suggests that the behavior and work habits of each member, have been carried out since the founding of the organization, which continues to be maintained and implemented until it becomes the organizational culture. Regarding organizational culture, an organization will not develop into an advanced organization without strengthening its cultural foundation, once the culture is strong it will have a major influence on the strategies implemented to achieve the goals that have been set. Organizational culture will affect employee performance which can improve coordination between employees. As is known, performance (implementation) is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities in order to achieve the goals of the organization concerned in a lawful manner. that do not violate the law and are in accordance with morals and ethics. Lilis, 2009: 239).

Leadership style and organizational culture are factors that affect employee performance that is not good, makes the quality of work less good, the quantity produced is not optimal, there is no freedom to produce creativity, and decreased abilities. Susanto (2006:109) said that to create effective and efficient employee performance for the advancement of the organization, it is necessary to have an organizational culture as one of the work guidelines that can be a reference for employees in carrying out organizational activities.

Every organization has an organizational culture that serves to form rules or guidelines in thinking and acting to achieve the goals that have been set. This means that an organizational culture that grows and is well maintained will be able to spur the organization towards better development. In addition, the main pressure in organizational culture change and development is trying to change the values, attitudes, and behavior of members of the organization as a whole. In connection with several matters regarding employee performance above, further research will focus on the influence of organizational culture on employee performance. The fact in organizational life that leaders play a very important role, it can even be said to be very decisive, in an effort to achieve predetermined goals. It is true that leaders, both individually and in groups, cannot possibly work alone. Leaders need another group of people, known as subordinates, who are encouraged in such a way that subordinates provide services and contributions to the organization, especially in an efficient, effective, economical and productive way of working.

From the facts above, motivation is said to be important, because leaders or managers are not the same as employees, because a leader cannot do his own work. The success of the organization is largely determined by the work done by other people (subordinates). To carry out his duties as a manager he must divide the tasks and work among all employees in his work unit according to the hierarchy. A leader must be able to create a conducive atmosphere by giving sufficient attention, giving appreciation for work performance, establishing good communication with all employees. To create such conditions, efforts are needed to improve the quality and job satisfaction of each employee. This is possible if the realization of an ideal

increase in employee work motivation. After all, one of the goals of the organization/company is to improve the welfare and job satisfaction of employees. Rivai and Basri in Bintaro and Daryanto (2017: 106), state that performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as standard work results, targets or targets of predetermined criteria that have been agreed upon. Together

Based on observations at the Regional Secretariat, the company's operational processes are not in line with existing human resources. Employee turnover with a fairly fast time span is one of the problems that is the object of this research, several factors that can affect the problems in this company. The leadership style is suspected to be a factor causing this problem, an authoritarian leadership style that results in the exit of employees who cannot last long. Leaders must have a democratic leadership style, by accepting criticism and suggestions from their subordinates. In addition to being democratic, a leader must also have a leadership style that is free, free in making choices, free to work. So that employees have high creativity to be able to develop the potential of existing employees. Organizational culture is considered a causal factor in addition to leadership style. To track the performance of the Cirebon Regency government regarding human resources.

The existence of employee coaching is expected to be able to carry out organizational tasks in general and be able to enforce and facilitate the work that has been charged. The existence of a solid relationship between leaders and employees, clear work procedures, can improve the atmosphere of the work environment to be comfortable, gradually improve the quality of employees' abilities and instill in employees an attitude of dedication and sincerity at work. By having this feeling, all employees can be actively involved in achieving the organizational goals that have been set**.**

METHOD

The research method used in this research is descriptive analytic, the writer conducts exploration by collecting descriptive data as much as possible and pouring it in the form of reports and descriptions. While analytical activities are carried out throughout the research process. The population in this study were employees, totaling 32 employees at the Regional Secretariat of Cirebon Regency. The sample taken in this study was a saturated sample or the entire population as many as 37 people.

In this study, the instrument used was mainly to distribute questionnaires arranged according to the characteristics of the variables, namely: 1). The Leadership Style Variable (X1) uses a questionnaire in the form of a questionnaire. 2). Work Motivation Variable (X2) uses a questionnaire in the form of a questionnaire using a Likert model attitude scale questionnaire. 3). Organizational Culture variable (X3) uses a questionnaire in the form of a questionnaire using a Likert 4 attitude scale questionnaire. Employee Performance Variable (Y) uses a Likert model attitude scale questionnaire. The data used in this study are qualitative and quantitative.

In this study the authors used two data sources, namely: primary data sources, secondary data sources.

RESULTS AND DISCUSSION

The Validity test instrument:

Table 1. Employee Performance Instrument

Question Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	$r_{it\ hitung}$	$r_{it\ tabel}$	Result
VAR00001	74.7568	45.911	.804	.770	0.804	0,325	valid
VAR00002	74.7568	47.300	.519	.783	0.519	0,325	valid
VAR00003	74.6757	47.225	.685	.777	0.685	0,325	valid
VAR00004	75.0541	44.608	.634	.773	0.634	0,325	valid
VAR00005	75.5135	49.090	.182	.808	0.182	0,325	Invalid
VAR00006	74.7568	48.578	.483	.786	0.483	0,325	valid
VAR00007	74.6216	46.853	.675	.777	0.675	0,325	valid
VAR00008	74.7297	47.314	.583	.780	0.583	0,325	valid
VAR00009	75.9459	49.053	.204	.805	0.204	0,325	Invalid
VAR00010	75.4865	48.812	.257	.799	0.257	0,325	Invalid
VAR00011	75.0541	46.719	.704	.775	0.704	0,325	valid
VAR00012	75.0541	49.108	.420	.789	0.420	0,325	valid
VAR00013	75.0541	48.053	.504	.784	0.504	0,325	valid
VAR00014	74.8919	48.210	.628	.782	0.628	0,325	valid
VAR00015	75.1892	48.491	.410	.789	0.410	0,325	valid
VAR00016	75.1892	48.602	.496	.786	0.496	0,325	valid
VAR00017	75.2973	47.048	.441	.786	0.441	0,325	valid
VAR00018	74.7027	47.659	.583	.781	0.583	0,325	valid
VAR00019	75.6486	53.068	-.064	.826	-0.064	0,325	Invalid
VAR00020	77.1892	60.269	-.538	.847	-0.538	0,325	Invalid

Table 2. Leadership Style Instruments

Question Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	$r_{it\ hitung}$	$r_{it\ tabel}$	Result
VAR00001	70.7838	81.785	.490	.815	0.490	0,325	valid
VAR00002	70.9459	81.997	.330	.818	0.330	0,325	valid
VAR00003	71.1081	84.655	.098	.826	0.098	0,325	Invalid
VAR00004	72.8378	79.195	.277	.822	0.277	0,325	Invalid
VAR00005	72.7027	82.104	.158	.828	0.158	0,325	Invalid
VAR00006	71.0000	81.222	.435	.815	0.435	0,325	valid
VAR00007	71.0270	77.471	.651	.806	0.651	0,325	valid
VAR00008	71.1351	77.287	.616	.806	0.616	0,325	valid
VAR00009	72.5135	77.646	.290	.824	0.290	0,325	Invalid
VAR00010	72.5135	80.257	.193	.829	0.193	0,325	Invalid
VAR00011	71.4865	78.146	.496	.811	0.496	0,325	valid
VAR00012	71.3514	78.012	.546	.809	0.546	0,325	valid
VAR00013	71.6216	75.742	.572	.806	0.572	0,325	valid
VAR00014	71.6757	77.614	.416	.814	0.416	0,325	valid
VAR00015	71.8378	78.584	.348	.818	0.348	0,325	valid
VAR00016	71.6216	72.853	.670	.799	0.670	0,325	valid
VAR00017	71.5676	71.308	.735	.795	0.735	0,325	valid
VAR00018	71.6757	73.947	.674	.800	0.674	0,325	valid
VAR00019	71.7568	76.134	.463	.811	0.463	0,325	valid
VAR00020	72.0541	86.441	-.066	.840	-0.066	0,325	Invalid

Table 3. Work Motivation Instrument

Question Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	$r_{it\ hitung}$	$r_{it\ tabel}$	Result

					$r_{it\ hitung}$	$r_{it\ tabel}$	
VAR00001	76.0811	55.021	.552	.812	0.552	0,325	valid
VAR00002	76.2703	55.369	.513	.814	0.513	0,325	valid
VAR00003	76.0811	53.910	.690	.807	0.690	0,325	valid
VAR00004	76.0541	53.664	.603	.809	0.603	0,325	valid
VAR00005	76.6486	52.179	.447	.815	0.447	0,325	valid
VAR00006	77.4865	59.535	-.040	.846	-0.040	0,325	Invalid
VAR00007	77.1351	54.509	.226	.832	0.226	0,325	Invalid
VAR00008	75.9189	54.132	.532	.811	0.532	0,325	valid
VAR00009	76.0811	53.132	.789	.804	0.789	0,325	valid
VAR00010	75.9730	53.805	.666	.808	0.666	0,325	valid
VAR00011	76.9459	56.608	.135	.835	0.135	0,325	Invalid
VAR00012	76.5405	53.866	.388	.818	0.388	0,325	valid
VAR00013	76.1622	53.973	.529	.811	0.529	0,325	valid
VAR00014	76.2432	54.189	.507	.812	0.507	0,325	valid
VAR00015	76.3514	54.401	.475	.814	0.475	0,325	valid
VAR00016	76.4865	53.868	.401	.817	0.401	0,325	valid
VAR00017	76.0541	56.164	.315	.821	0.315	0,325	Invalid
VAR00018	76.2973	54.659	.362	.819	0.362	0,325	valid
VAR00019	76.1622	55.417	.449	.815	0.449	0,325	valid
VAR00020	76.2162	54.952	.373	.818	0.373	0,325	valid

Table 4. Organizational Culture Instruments

Question Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	$r_{it\ hitung}$	$r_{it\ tabel}$	Result
VAR00001	74.4054	64.914	.365	.845	0.365	0,325	valid
VAR00002	74.4324	63.808	.453	.842	0.453	0,325	valid
VAR00003	74.4865	62.979	.507	.840	0.507	0,325	valid
VAR00004	74.8108	62.658	.435	.841	0.435	0,325	valid

VAR00005	74.7568	62.189	.519	.839	0.519	0,325	valid
VAR00006	74.7568	63.023	.438	.842	0.438	0,325	valid
VAR00007	75.3784	63.131	.269	.850	0.269	0,325	Invalid
VAR00008	75.0270	58.583	.647	.831	0.647	0,325	valid
VAR00009	74.6757	61.003	.638	.834	0.638	0,325	valid
VAR00010	74.7297	62.703	.457	.841	0.457	0,325	valid
VAR00011	74.9189	62.410	.405	.843	0.405	0,325	valid
VAR00012	75.3784	64.520	.138	.859	0.138	0,325	Invalid
VAR00013	75.3243	59.836	.519	.837	0.519	0,325	valid
VAR00014	74.9730	59.527	.568	.835	0.568	0,325	valid
VAR00015	74.8649	60.453	.726	.832	0.726	0,325	valid
VAR00016	74.8378	60.140	.647	.833	0.647	0,325	valid
VAR00017	75.1892	58.324	.602	.833	0.602	0,325	valid
VAR00018	74.8919	59.599	.695	.831	0.695	0,325	valid
VAR00019	75.0811	61.688	.434	.841	0.434	0,325	valid
VAR00020	76.0270	68.527	-.094	.876	-0.094	0,325	Invalid

Realibility test result

Table 5. Realibility test result

Variable	Cronbach's Alpha	N of Items
Employee Performance (Y)	0.8	20
Leadership Style (X1)	0.823	20
Work Motivation (X2)	0.825	20
Organizational Culture (X3)	0.848	20

Normality test

Kolmogorov-Smirnov test and assisted by a computer through the SPSS (Statistical Problem Solving System) program for windows 21.00. To accept or reject the null hypothesis, the basis

for making the decision is the probability magnitude. If the probability > 0.05 Ho is accepted and if the probability is < 0.05 Ho is rejected.

Table 6. Tests of Normality

Variable	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Leadership Style	0.091	37	.200*	0.974	37	0.517
Work motivation	0.109	37	.200[*]	0.975	37	0.576
Organizational culture	0.157	37	0.022	0.954	37	0.127
Employee Performance	0.123	37	0.168	0.952	37	0.109

a. Lilliefors Significance Correction

Multicollinearity test by looking at the value of the inflation factor (VIF) in the regression model. According to Santoso (2001), in general, if the VIF is greater than 5, then the variable has a multicollinearity problem with other independent variables.

Table 7. Multicollinearity test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1		38.11	7.284		5.232	0
	Leadership Style	0.544	0.096	0.692	5.674	0
1		25.377	9.058		2.802	0.008
	Work motivation	0.669	0.112	0.71	5.962	0
1		24.424	7.354		3.321	0.002
	Organizational culture	0.693	0.093	0.784	7.479	0

It can be seen that the value of the variance inflation factor (VIF) of the two variables, namely the Organizational Culture variable on the Employee Performance variable, is 1,000 less than 5, so it can be assumed that between independent variables there is no multicollinearity problem, meaning that there is no deviation between variables.

Correlation Test Results

Simple correlation analysis (Bivariate Correlation) was used to determine the close relationship between two variables and to determine the direction of the relationship. Simple correlation analysis using the Pearson method or often called Pearson's Product Moment. The

correlation value (r) ranges from 1 to -1, the value closer to 1 or -1 means the relationship between the two variables is getting stronger, on the other hand a value close to 0 means the relationship between the two variables is getting weaker.

Table 8. Correlations test

		Organizational culture
Employee Performance	Pearson Correlation	.793
	Sig. (2-tailed)	.000
	N	37
Leadership Style	Pearson Correlation	.718[**]
	Sig. (2-tailed)	.000
	N	37
Work motivation	Pearson Correlation	.785[**]
	Sig. (2-tailed)	.000
	N	37
Organizational culture	Pearson Correlation	1[**]
	Sig. (2-tailed)	
	N	37

**. Correlation is significant at the 0.01 level (2-tailed).

Regression Test Results

The regression equation is as follows:

$$Y' = a + b_1X_1 + b_2X_2$$

$$Y' = 20,069 + 0,239X_1 + 0,501X_2$$

The regression equation can be explained as follows:

A constant of -10,171; it means that if the Leadership Style (X1), Work Motivation (X2) and Organizational Culture (X2) the value is 0.002, then the Employee Performance (Y') value is 15,873.

The regression coefficient of the Leadership Style variable is 0.061; it means that if the other independent variables have a fixed value and the Leadership Style has increased by 1%, then the Employee Performance (Y') will increase by 0.061. If the coefficient is negative, it means that there is a negative contribution between the Leadership Style on Employee Performance (Y'), the higher the Leadership Style, the higher the Employee Performance (Y').

The regression coefficient of the work motivation variable (X2) is 0.186; it means that if other independent variables have a fixed value and Work Motivation (X2) has increased by 1%, then Employee Performance (Y') will increase by 0.186. The positive coefficient means that there is a positive contribution between Work Motivation (X2) on Employee Performance (Y'), the higher the understanding of Work Motivation (X2), the higher the Employee Performance.

Organizational Culture variable regression coefficient (X3) is 0.541; it means that if the other independent variables have a fixed value and Organizational Culture (X2) has increased by 1%, then Employee Performance (Y') will increase by 0.541. A positive coefficient means that there is a positive contribution between Organizational Culture (X3) on Performance Employees (Y'), the higher the understanding of Organizational Culture (X3), the higher the Employee Performance.

Determination Analysis (R^2)

Table 9. Results of Analysis of Model Determination Summary

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.807[a]	.651	.619	4.50638	.651	20.488	3

Based on table 9, the number R^2 (R Square) is 0.807 or (80.7%). This shows that the percentage contribution of the influence of the independent variable (Organizational Culture, Leadership Style, Work Motivation) on the dependent variable (Employee Performance) is 97.1%. Or the variation of the independent variables used in the model (Organizational Culture, Leadership Style, Work Motivation) is able to explain 2.9% of the variation in the dependent variable (Employee Performance). While the remaining 2.9% is influenced or explained by other variables that are not included in this research model.

Test the Regression Coefficient Together (Test F)

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1248.177	3	416.059	20.488	.000[b]
	Residual	670.147	33	20.307		
	Total	1918.324	36			

Because F count > F table (20,488 > 4,10), then Ho is rejected, meaning that there is a significant influence between Organizational Culture, Leadership Style, Work Motivation together on Employee Performance. So from this case it can be concluded that Organizational Culture, Leadership Style, Work Motivation together affect the Performance of Employees at the Regional Secretariat of Cirebon Regency.

CONCLUSION

The conclusions obtained from the results of research at the Regional Secretariat of Cirebon Regency are as follows: In substructure model 1, it is obtained that leadership style has a significant effect on employee performance simultaneously. The magnitude of the simultaneous influence is 0.635 or 63.5% is the contribution of the Leadership Style to Employee Performance. While the remaining 336.5% is influenced by other factors. in substructure model 2, it is obtained simultaneously that work motivation has a significant effect on employee performance. The magnitude of the simultaneous influence is 0.710 or 71% is the contribution of work motivation to employee performance. While the remaining 29% is influenced by other factors. In substructure model 3, it is obtained that Organizational Culture has a significant effect on Employee Performance. The magnitude of the simultaneous influence is 0.793 or 79.3% is the contribution of organizational culture to employee performance. While the remaining 20.7% is influenced by other factors. The magnitude of the direct partial effect of leadership style, work motivation and organizational culture significantly influence employee performance is 0.807 or 80.7%. Thus the performance of employees carried out by employees of the regional secretariat of Cirebon Regency was obtained by 80.7%. while the remaining 19.3% is influenced by other factors.

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