

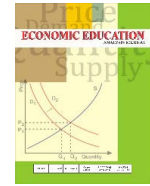


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The Influence of Leadership Style and Organizational Culture on Employee Performance through Work Motivation as an Intervening Variable

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*Employee Performance;
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Abstract

The purpose of this study was to determine the effect of leadership style and organizational culture on employee performance through work motivation as an intervening variable at the Education and Culture Office of Pesisir Selatan district. Methods of collecting data used survey and distributing questionnaires with a sample of 48 employees. The analytical method used Structural Equation Modeling (SEM) with Partial Least Square (PLS) 3. The results of data analysis concluded that leadership style had a positive and significant effect on work motivation; organizational culture had a positive and significant effect on work motivation; leadership style had a positive and significant effect on employee performance; organizational culture had no significant effect on employee performance; work motivation had a positive and significant effect on employee performance; work motivation could mediate the influence of leadership style on employee performance; and work motivation could mediate the influence of organizational culture on employee performance.

How to Cite

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INTRODUCTION

Indonesia is the Unitary State of the Republic of Indonesia which is currently being hit by the Covid-19 pandemic. This can result in delays in government programs, one of which is in the field of Human Resources (HR) development which is relatively declining. Human resource development can be optimized even though Indonesia is still in a state of a pandemic. Therefore, the thing that needs to be balanced is hard work and optimism in carrying out each performance program that has been designed previously. During the COVID-19 pandemic, the education and culture office of Pesisir Selatan district often experienced a decline in completing performance results. The main thing that is often monitored in maximizing performance at this company is employees.

According to Candana et al. (2020), employees are an important factor in every organization both in achieving organizational goals effectively and efficiently. An organization not only expects employees who are capable, skilled, but the most important thing for them is the willingness to work hard and desire to achieve maximum performance results. The first factor that affects performance is leadership style. Therefore, it can be said that leadership style is a close relationship with performance. Leaders who can apply a good leadership style can improve employee performance. Leadership is a form of expertise possessed by a person to be able to motivate others to be willing to work hard to achieve certain goals (Parashakti & Setiawan, 2019). A leader must strive to develop a sense of employee responsibility to the agency which is indicated by the provision of fair and reasonable compensation for the services that have been provided. A leader is also required to be able to realize the organization's obligations to its employees with a good leadership style so that employees can set an example and enforce the vision, mission, and goals of the agency (Haryanto, 2017).

In addition to leadership style, organizational culture is also a factor that affects employee performance. Gatot Hartoko (2020) stated that culture can be a fundamental question for an organization, namely realizing a work culture or in other words how to try to change a weak culture into a strong culture which in turn is able to improve employee performance to achieve the goals of the organization. A strong culture is very influential in increasing a person's consistency in behavior.

In addition to leadership style and organizational culture in influencing employee performance, work motivation is also a factor that can affect employee performance. To improve employee performance, work motivation, leadership style and organizational culture are needed that can motivate employees to improve their performance. Motivation is a fundamental activity in an effort to improve the performance of every employee (Suganjar & Hermawati, 2020). Work motivation can make employees further improve their performance in order to achieve a goal or target to be achieved by the organization. Motivation is a force that results from a person's desire to allow for his needs, for example; hunger and thirst. Meanwhile, Astamega (2020) defined motivation as a condition in which a person's hard efforts and expectations are able to be directed towards the achievement of certain results or goals. From the explanation of these experts, it can be concluded that motivation is a condition in a person that motivates the individual's desire to obtain certain activities to achieve goals. Based on the results of the author's initial observations to several employees at the District Education and Culture Office, Pesisir Selatan, it is known that the leadership style was not good, the lack of organizational culture and work motivation was still low so this affected the performance of employees in carrying out their work.

The results of research on employee performance at the District Education and Culture Office, Pesisir Selatan showed that there were always increases and decreases in

the performance of its employees. Meanwhile, the phenomenon in the field showed that there were still some employees who were not capable and had not even been able to improve their performance. With regard to the leadership style that was still not good and the organizational culture that still looked weak, as well as the low motivation of employees in doing work that had decreased caused employee performance to decline.

Based on the statement above, it can be seen that efforts to create employee performance at the Office of Education and Culture of Pesisir Selatan district there were still obstacles faced by the agency so that it was difficult for the agency to achieve a goal. Due to the lack of work motivation possessed by employees, this certainly affected the performance of the employees of the education and culture office of Pesisir Selatan district. The causal factors that could affect the decline in employee performance included the lack of leadership style owned by the head of the education and culture office of Pesisir Selatan district and other factors, namely the lack of organizational culture owned by employees which could affect their performance.

According to Arifin (2017), employee performance is a result obtained from employees about the work done which shows that they are worthy or not with the job. Low employee performance in the form of a decrease in work completion can result in a decrease in competitiveness.

Sunarsi (2018) explained that leadership is the backbone of organizational development because without good leadership it will be difficult to achieve organizational goals. Every leader has a different leadership style in influencing the behavior of others. Leadership style is how a leader carries out his leadership function and how he is seen by those he is trying to lead or those who may be observing from the outside.

According to Busro (2018), culture comes from Sanskrit, namely buddhayah, the plural term buddhi (mind or reason) which is defined as matters relating to human mind and

reason. Meanwhile, according to Nawawi, organizational culture or work culture is a habit that is carried out repeatedly by employees in an organization. Employees have morally agreed that these habits are habits that must be adhered to in the context of carrying out work to achieve goals.

According to Astamega (2020) in Pepah, Koleangan, & Sepang (2019), motivation is a force that encourages a person to take an action or not, essentially exists internally and externally which can be positive or negative to direct it, depending on the toughness of a manager.

Based on the description above, the hypothesis can be formulated as follows:

H1: Leadership style has a positive and significant effect on work motivation.

H2: Organizational culture has a positive and significant effect on work motivation.

H3: Leadership style has a positive and significant effect on employee performance.

H4: Organizational culture has a positive and significant effect on employee performance.

H5: Work motivation has a positive and significant effect on employee performance.

H6: Leadership style has a positive and significant effect on employee performance through work motivation as an intervening variable.

H7: Organizational culture has a positive and significant effect on employee performance through work motivation as an intervening variable.

METHODS

This research was a quantitative research using primary data. Sources of data used primary data taken directly from the office of education and culture of Pesisir Selatan district. Data collection techniques in this study were through questionnaires by collecting data on the basis of answers from respondents to questions in questionnaires related to the problem being studied. The data analysis tool used Smart PLS 3.0.

Population

The population in this study were 48 respondents from Education and Culture Office of Pesisir Selatan district. In this study, because the population of the staff of the education and culture department of Pesisir Selatan district was 48 people, the entire population was sampled.

Research variable

The dependent variable in this study was employee performance. According to Wijadanto (2018), performance is all behavioral activities related to work that are expected by the organization to be displayed by individuals. Performance is a form of a person's success to achieve certain roles or targets that come from his own actions. The performance of a person is said to be good if the work of the individual can exceed the previously determined role or target. According to Effendi & Yogie (2019), he explained several indicators of employee performance including quality, quantity, timeliness, effectiveness, and independence.

The independent variables in this study were leadership style and organizational culture. According to Sunarsi (2018), leadership is the backbone of organizational development because without good leadership it will be difficult to achieve organizational goals. Leadership style is the way in which a leader carries out a leadership function and how that is seen by those who are trying to lead him or from someone who may be observing him from the outside. Indicators of Leadership Style according to Setiawan & Pratama (2019) in Kartono included the ability to make decisions, the ability to motivate, the ability to communicate, the ability to control subordinates, and responsibility.

According to Busro (2018), culture or culture comes from the Sanskrit language, namely buddhaya, which is the plural term buddhi (mind or reason) which is defined as matters relating to human mind and reason. Meanwhile, according to Nawawi, organizational culture or work culture is a habit that

is carried out repeatedly by employees in an organization. Employees have morally agreed that these habits are habits that must be adhered to in the context of carrying out work to achieve goals. The indicators of organizational culture according to Robbins in Suryani (2018) include discipline, accuracy, innovation, and coordination.

Meanwhile, the intervention of this research was work motivation. According to Candana et al. (2020), work motivation is an encouragement to do a job. Work motivation is closely related to a person's performance. Basically, someone's work motivation is different. If the work motivation is high, it will have an effect on high performance and vice versa if the motivation is low it will cause the person's performance to be low. Makmun et al. (2020) explained that indicators of work motivation included the need for achievement, the need for power, and the need for affiliation.

Data analysis technique

SEM Analysis

This research used analysis tool of Structural Equation Modeling (SEM) using Partial Least Square (PLS) program. According to Harahap (2018), it can be described as an analysis that combines a factor analysis approach (factor analysis), a structural model (structural model) and path analysis (path analysis). SEM is a multivariate statistical analysis method. SEM data processing is different from performing regression data processing or path analysis. SEM data processing tends to be more complicated because SEM is built by measurement models and structural models. Structural Equation Modeling (SEM) is a set of statistical techniques that allows the examination of a relatively complex set of relationships that cannot be solved by linear regression equations.

Measurement model (Outer Model)

According to Purba & Fathoni (2021), the measurement model (outer model) is often also called the outer relation or measurement mode, which defines how each indicator block relates to its latent variable. In the data analy-

sis technique with Smart PLS, there are criteria for assessing the outer model. According to Ghozali (2018) testing using Smart PLS can be done as follows:

(1) Validity Test

Validity test is used to assess whether or not a questionnaire is valid. A questionnaire is said to be valid if the questionnaire questions are able to reveal something that is measured by the questionnaire. Validity testing is applied to all the questions that exist in each variable. There are several stages of testing that will be carried out, namely through the convergent validity, average variance extracted (AVE) validity test, and discriminant validity.

(a) Convergent validity used standardized loading factor which describes the magnitude of the correlation between each indicator and its construct. The loading factor value above 0.7 is stated as an ideal or valid measure as an indicator in measuring the construct. Values above 0.5 are still acceptable, while those below 0.5 must be excluded from the model (Purba & Fathoni, 2021).

(b) Average variance Extracted (AVE)

Validity test aims to look at the average variance extracted (AVE) value. AVE is a percentage of the average value of average variance extracted (AVE) between items or indicators of a set of latent constructs which is a summary of the convergent indicators.

(c) Discrimination Validity constructs

This validity test explains whether the two constructs are quite different from each other. The variables analyzed in the regression analysis must not contain the element of multicollinearity. Meanwhile (Purba & Fathoni, 2021) stated that discriminant validity was achieved when Average Variance Extracted (AVE) > estimated the square correlation (the square correlation estimate).

(2) Construct reliability

In general, reliability is defined as a series of tests to assess the reliability of valid question items that can be seen from the re-

sulting composite reliability value 0.7 (Now, 2017). This method will produce a correlation coefficient that has a value between 0 and 1. If the value is closer to 1, the questionnaire is more reliable. It was further stated that three levels of the reliability coefficient, namely 0.8 to 1.0 is high, 0.6 to 0.8 is moderate, 0.4 to 0.6 is low.

(3) Descriptive Analysis

This analysis intends to describe the characteristics of each research variable. This analysis is carried out by presenting the data into a frequency distribution table, which describes the level of frequency and percentage (%) of each respondent's answer on a Likert scale and interpreting it. This analysis does not relate one variable to another and does not compare one variable with other variables.

Finding the Score of Each Statement from All Respondents' Answers, namely using the formula in (Fitriani, 2021)

$$((F1 \times 1) + (F2 \times 2) + (F3 \times 3) + (F4 \times 4))$$

Information:

F1: Frequency of Respondents who answered 1 (Not Appropriate)

F2: Frequency of Respondents who answered 2 (Not Appropriate)

F3: Frequency of Respondents who answered 3 (Appropriate)

F4: Frequency of Respondents who answered 4 (Very appropriate)

Mean is used to explain the respondent's data on the basis of the average value of the respondent. The average (Mean) is obtained by adding up the scores of all respondents, then divided by the number of respondents (Fitriani, 2021).

To find the respondent's level of achievement (TCR) the following formula is used (Abdilla & Agus, 2020)

$$TCR = (\text{Average Score}) / 5 \times 100\%$$

Arikunto (2002) stated that the criteria for the respondent's level of achievement value (TCR) can be classified as in the Tabel 1.

Table 1. Criteria for Respondent Achievement Level (TCR)

Achievement Percentage	Assessment criteria	
90% - 100%	Very good	Very satisfied
80% - 89.99%	Well	Satisfied
65% - 79.99%	Pretty good	Quite satisfied
55% - 64.99%	Not good	Less satisfied
0% - 54.99%	Not good	Not satisfied

Source: Data Processed, 2022

Structural model testing (Inner Model)

The structural model in PLS is evaluated by using R-Square (R) for the dependent construct, Stone Geier Q-Square test for predictive relevance or t-test and the significance of the coefficients of structural path parameters. R-squares explain the diversity of endogenous constructs that can be explained by exogenous constructs simultaneously. R-squares values of 0.75, 0.50, and 0.25 can be concluded that the model is strong, moderate and weak Gunawan (2017).

In addition to looking at the R-square value, the PLS model is also evaluated by looking at the relevant predictive Q-square for the constructive model. Q square measures how well the observed values are generated by the model as well as the estimated parameters.

Coefficient of Determination (R²)

The coefficient of determination is used to see the ability of the model or the ability of the independent variable in explaining the variance of the data on the dependent variable. The criteria used in assessing the coefficient of determination are 0.75, 0.50, and 0.25, each of which represents an assessment model that can explain well, moderate, and weak according to Ghozali in Purba & Fathoni (2021). The result of R² represents the total variance of the construct described by the model.

Test Q Square Test

Q-square is used to measure how well

the observed values generated by the model and also the parameter estimates are. A Q-square value greater than 0 (zero) will indicate that the model has a Predictive Relevance value, whereas if the Q-square value is less than 0 (zero) it will indicate that the model lacks Predictive Relevance. Q-Square value > 0 indicates the model has predictive relevance; on the other hand, if Q-Square=0 indicates the model lacks predictive relevance. Prediction Relevance (Q Square) otherwise known as Stone-Geisser's. This test was conducted to determine the predictive capability with the blindfolding procedure. If the values obtained are 0.02 (small), 0.15 (medium) and 0.35 (large). It can only be done for endogenous constructs with reflective indicators (Harahap, 2018).

Goodness of Fit (GoF) Test

To validate the overall model, the Goodness of Fit (GoF) index was introduced by Tenenhaus as the GoF index. This index was developed to evaluate measurement models and structural models and in addition provides a simple measure of overall model prediction. In Rizki & Suprpti's research (2018), the GoF Index is calculated from the square root of the average communality index and average R-Square values. The GoF value is between 0 to 1, with the recommended communality value of 0.50 and the value of R square, then with the interpretation of the value 0.10 is included in the small Gof level, the value is 0.25 including the medium Gof and a value of more than 0.36 includes the Gof value. big.

Hypothesis test

Testing this hypothesis includes direct and indirect testing. The assessment of this hypothesis includes the direct effect of an exogenous construct on the endogenous construct, where the assessment takes into account the T statistic value which is the t count compared to the T table of 1.96. If the T statistic value > from 1.96 then the hypothesis is accepted and if the T statistic value is < than 1.96 then the hypothesis is rejected.

In addition, this analysis is conducted to

examine the indirect effect of the independent variable (X) on the dependent variable (Y) through the intervening variable (M). The indirect effect of X to Y through M is calculated by multiplying path X --M (a) by path M--Y (b) or ab. So the coefficient $ab = (c-c1)$. Where c is the effect of X on Y without controlling for M, while c1 is the coefficient of the effect of X on Y after controlling for M. Standard error coefficients a and b are written as Sa and Sb.

RESULTS AND DISCUSSION

Results of Partial Least Square (PLS) Model Schematic

In this study, hypothesis testing used the Partial Least Square (PLS) analysis technique with the smartPLS 3.3 program. The measurement model for the validity and reliability test, the model determination coefficient and the path coefficient for the equation model can be seen in Figure 2.

Outer Model Testing (Measurement Model)

This research model was analysed by using the Partial Least Square (PLS) method and assisted by SmartPLS 3.3 software. PLS is an alternative method of Structural Equation Modeling (SEM) that can be done to over-

come problems in the relationship between variables which is very complex but the data sample size is small (30-100 samples) and has non-parametric assumptions. This means that the data does not refer to one particular distribution. The outer model test was carried out based on the results of the questionnaire trials that had been carried out for all research variables. There are three criteria in the use of data analysis techniques to assess the outer model, namely Convergent Validity, Discriminant Validity and Composite Reliability.

(1) Convergent Validity Test Results

Convergent Validity is done by looking at item reliability (validity indicator) which is indicated by the loading factor value. The loading factor is a number that shows the correlation between the score of a question item and the indicator score of the indicator construct that measures the construct. An item or statement item is considered valid if it has a correlation value or convergent validity value above 0.7. However, according to Saputro & Siagian (2017) in the development stage a correlation of 0.5 to 0.6 is considered still adequate or still acceptable. In this study, the limit of the convergent validity value was above 0.5 and a loading factor value greater than 0.6 was said to be valid.

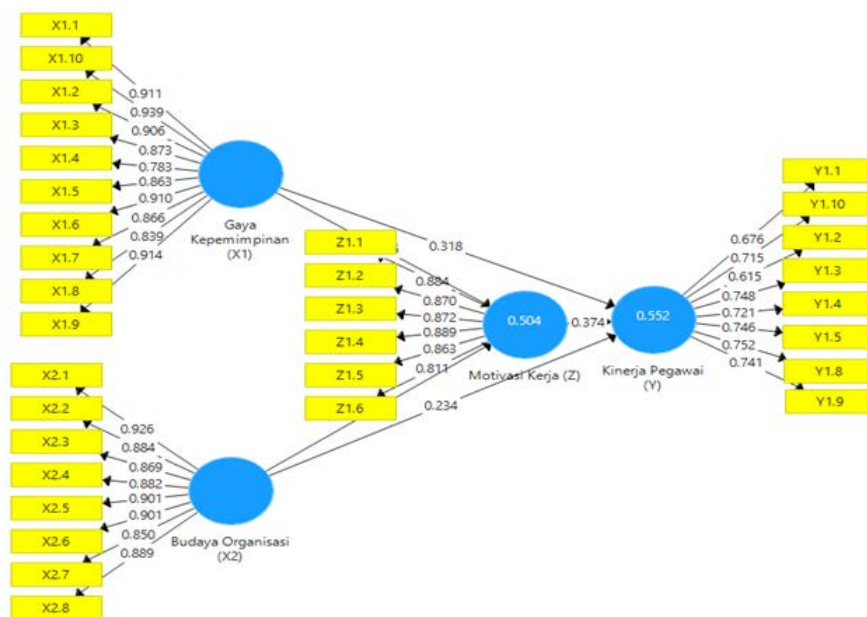


Figure 2. Results of PLS Algorithm

(2)Discriminant Validity Test Results

Discriminant Validity is done by looking at the cross loading value of the construct measurement. The cross loading value shows the magnitude of the correlation between each construct and its indicators and indicators from other block constructs. A measurement model has good discriminant validity if the correlation between the construct and its indicators is higher than the correlation with indicators from other block constructs. After processing the data using SmartPLS 3.3 the results of the cross loading can be shown in Table 2.

Table 2. Cross Loading

State- ment	Organi- zational culture	Leader- ship Style	Employee Perfor- mance	Work moti- vation
X1.1	0.126	0.911	0.520	0.412
X1.10	0.222	0.939	0.513	0.516
X1.2	0.166	0.906	0.482	0.436
X1.3	0.276	0.873	0.552	0.418
X1.4	0.228	0.783	0.478	0.448
X1.5	0.174	0.863	0.525	0.510
X1.6	0.212	0.910	0.485	0.532
X1.7	0.172	0.866	0.427	0.453
X1.8	0.118	0.839	0.319	0.326
X1.9	0.176	0.914	0.586	0.489
X2.1	0.926	0.090	0.432	0.482
X2.2	0.884	0.310	0.478	0.585
X2.3	0.869	0.254	0.456	0.495
X2.4	0.882	0.157	0.467	0.473
X2.5	0.901	0.192	0.462	0.539
X2.6	0.901	0.162	0.448	0.568
X2.7	0.850	0.226	0.464	0.470
X2.8	0.889	0.123	0.479	0.509
Y1.1	0.256	0.503	0.676	0.429
Y1.10	0.416	0.297	0.715	0.460

State- ment	Organi- zational culture	Leader- ship Style	Employee Perfor- mance	Work moti- vation
Y1.2	0.334	0.321	0.615	0.383
Y1.3	0.304	0.438	0.748	0.461
Y1.4	0.484	0.467	0.721	0.571
Y1.5	0.492	0.260	0.746	0.582
Y1.8	0.350	0.522	0.752	0.448
Y1.9	0.303	0.389	0.741	0.496
Z1.1	0.551	0.490	0.650	0.884
Z1.2	0.490	0.453	0.587	0.870
Z1.3	0.557	0.474	0.597	0.872
Z1.4	0.484	0.495	0.567	0.889
Z1.5	0.548	0.419	0.622	0.863
Z1.6	0.354	0.355	0.449	0.811

Source: Primary data processed, 2022

Based on Table 2, it can be seen from the cross loading results that the correlation value of the construct with its indicators was greater than the correlation value with other constructs. Thus, all constructs or latent variables already had good discriminant validity in compiling their respective variables.

Average Variance Extracted (AVE) Test Results

In addition to observing the cross loading value, discriminant validity can also be known through other methods, namely by looking at the average variant extracted (AVE) value for each indicator. A good AVE value is required to have a value greater than 0.50. The results of the average variant extracted (AVE) can be seen in Table 3.

Based on the Table 3, it can be seen that all the constructs or variables above met the criteria for good validity. This is indicated by the value of Average Variance Extracted (AVE) above 0.50 as recommended criteria. Thus it can be stated that each variable had good discriminant validity.

Table 3. Average Variant Extracted (AVE) Results

Variable	Average Variance Extracted (AVE)
Organizational culture	0.789
Leadership Style	0.777
Employee Performance	0.512
Work motivation	0.748

Source: Primary data processed, 2022

Reliability test results or construct reliability

The SmartPLS output results for the composite reliability value can be shown in Table 4. Based on the Table 4, it can be seen that the composite reliability and Cronbach's alpha values were above 0.70 so it can be concluded that the construct had reliability, good quality and had a high level of reliability so that it is in accordance with the minimum required value limit. Then, when viewed from

Table 4. Compost Reability Results

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Decision
Organizational culture	0.962	0.963	0.968	Reliable
Leadership Style	0.968	0.972	0.972	Reliable
Employee Performance	0.863	0.868	0.893	Reliable
Work motivation	0.933	0.939	0.947	Reliable

Source: Primary data processed, 2022

the composite reliability value, it was almost close to 1, which means that the questionnaire used was reliable with a reliability coefficient level ranging from 0.8 to 1.0 which indicates that all variables used had high reliability coefficients. Cronbach's alpha has a value greater than > 0.7 this indicates that the four latent variables had met the criteria set so that it can be explained that the latent variable had good reliability as a measuring tool.

Inner Model Testing (Structural Model)

After testing the outer model that had met, the next step was testing the inner model (structural model). The inner model can be evaluated by looking at the R-square (reliability indicator) for the dependent construct and the t-statistic value of the path coefficient test. The higher the Rsquare value, the better the prediction model of the proposed research model. The path coefficients value indicates the level of significance in hypothesis testing. The inner model in this study can be seen in Figure 3.

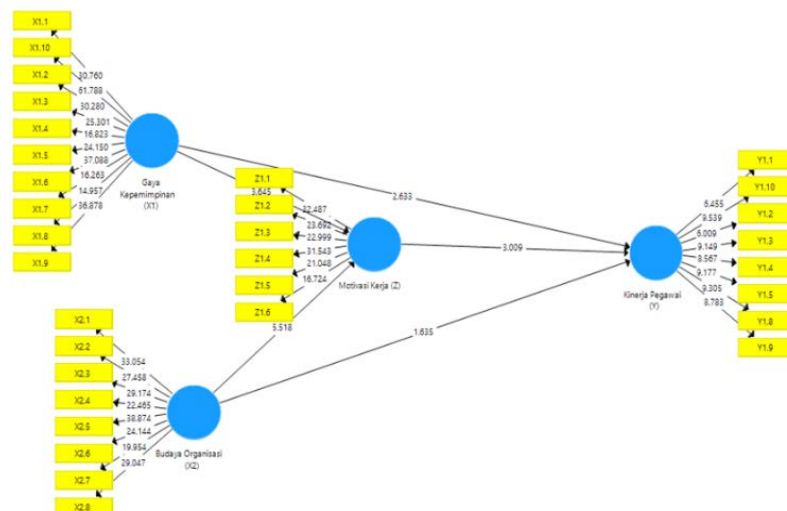


Figure 3. Structural Model

(1) Results of Variant Analysis Test (R2) or R Square

Analysis of Variant (R2) is to determine the influence of the independent variable on the dependent variable. the value of the coefficient of determination can be shown in Table 5. Based on the Table 5, it can be seen that the R-square value for the employee performance variable was 0.552 which can be interpreted that the magnitude of the influence of the leadership style, organizational culture and work motivation on employee performance was 55.2% while the remaining 44.8% was explained by the variable others outside of this study. Then the R-square value for the work motivation variable was 0.504, which means that 50.4% of the work motivation variable was influenced by the leadership style and organizational culture variables, while the remaining 49.6% was influenced by other variables outside of this study.

Table 5. R Square Test Results

Variable	R-Square	R Square Adjusted
Employee Performance	0.552	0.522
Work motivation	0.504	0.482

Source: Primary data processed, 2022

(2) Q Square Test Results

Table 6. Q Square Test Results

Variable	SSO	SSE	Q2 (=1-SSE/ SSO)
Organizational culture	384000	384000	
Leadership Style	480000	480000	
Employee Performance	384000	288000	0.257
Work motivation	288000	185543	0.356

Source: Primary data processed, 2022

Based on the Table 6, it can be seen that the Q-square value for the employee performance variable was $0.257 > 0$ which indicates that predictive relevance while work motivation had a Q-square value of employee performance was $0.257 > 0$ which indicates that predictive relevance means that employee performance and work motivation had a Q Square with a large or high category.

(3) Goodness of Fit (GoF) Test Results

Table 7. Goodness of Fit (GoF) Test Results

Variable	Composite Reliability	R ²	Goodness of Fit (GoF)
Organizational culture	0.968		
Leadership Style	0.972		
Employee Performance	0.893	0.552	0.722
Work motivation	0.947	0.504	0.691
Average	0.945		

Source: Primary data processed, 2022

Based on the Table 7, it can be seen that the Goodness of Fit (GoF) value for the employee performance variable was 0.722, and the GoF value for work motivation was 0.691. It can be concluded that the GoF value for the variables of employee performance and work motivation had a GoF value of more than 0.36 or a large GoF. This indicates that the measurement model (outer model) with the structural model (inner model) was feasible or valid.

Hypothesis Test Results

Based on the data processing that had been done, the results can be used to answer the hypothesis in this study. Hypothesis testing in this study was conducted by looking at the value of T-Statistics and the value of P-Values. The research hypothesis can be declared accepted if the P-Values < 0.05 . The following are the results of hypothesis testing in this study.

Table 8. Direct Effect Hypothesis Test Results

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Culture->Employee Performance	0.234	0.234	0.144	1.618	0.106
Organizational Culture->Work Motivation	0.493	0.498	0.089	5.552	0.000
Leadership Style->Employee Performance	0.318	0.327	0.126	2,524	0.012
Leadership Style->Work Motivation	0.415	0.425	0.116	3,583	0.000
Work Motivation->Employee Performance	0.374	0.377	0.125	2,984	0.003

Source: Primary data processed, 2022

The Influence of Leadership Style (X1) on Work Motivation (Z)

From Table 8 above can be seen that the original sample value was 0.415 with a t-statistic value greater than 1.96 or (3.583 > t-table 1.96) with a p-value less than alpha (0.000 < 0.05) then it can be obtained H₀ was rejected and H_a was accepted. The results showed that leadership style had a positive and significant effect on work motivation.

There was a positive and significant influence of leadership style on work motivation at the Education and Culture Office of Pesisir Selatan district. Where the original sample value was 0.415 with a t-statistic value greater than 1.96 or (3.583 > t-table 1.96) with a p-value less than alpha (0.000 < 0.05), it can be obtained that H₀ was rejected and H_a was received. According to Putra (2018), leadership is a person's activity to influence others, in terms of his subordinates in such a way that other people want to do the leader's wishes even though individually they don't like it, while leadership style is the style or attitude of a leader in carrying out or ordering his subordinates to be used as an example for the style or attitude of an authoritarian leader.

The Influence of Organizational Culture (X2) on Work Motivation (Z)

From table 8 above, it can be seen that the original sample value was 0.493 with a t-statistic value greater than 1.96 or (5.552 > t-table 1.96) with a p-value less than alpha (0.000 < 0.05) can be obtained H₀ was rejected and H_a accepted. The results showed that organizational culture had a positive and significant effect on work motivation.

There was a positive and significant influence of organizational culture on work motivation at the Education and Culture Office of Pesisir Selatan. Where the original sample value was 0.493 with a t-statistic value greater than 1.96 or (5.552 > t-table 1.96) with a p-value smaller than alpha (0.000 < 0.05), it can be obtained that H₀ was rejected and H_a was accepted. According to Djatola (2019), organizational culture determines a system of shared meaning adopted by the component that selects the agency against other agencies. After all, organizational culture is also often interpreted as the basic rules that provide information for employees and consumers. Based on these assumptions, the important thing that needs to be in the definition of organizational culture is a value system that is felt by everyo-

ne in the company. The results of this study were in line with research conducted by Sutoro (2020) which stated that organizational culture had a positive effect on work motivation.

The Influence of Leadership Style (X1) on Employee Performance (Y)

From table 8 above, it can be seen that the original sample value was 0.318 with a t-statistic value greater than 1.96 or ($2.524 > t\text{-table } 1.96$) with a p-value less than alpha ($0.012 < 0.05$) then it can be obtained H_0 was rejected and H_a was accepted. The results showed that leadership style had a positive and significant effect on employee performance.

There was a significant influence of leadership style on employee performance at the Education and Culture Office of Pesisir Selatan district. Where the original sample value was 0.318 with a t-statistic value greater than 1.96 or ($2.524 > t\text{-table } 1.96$) with a p-value smaller than alpha ($0.012 < 0.05$), it can be obtained that H_0 was rejected and H_a was accepted. This shows that the leadership style has been able to improve employee performance, but of course it must still be considered by the agency. According to Makmun et al. (2020), leadership is the competence to adjust, encourage, and focus an activity on an individual person or group of people, to fulfill certain goals in certain situations. Leadership style is a habit of behavior that is used by someone when that person proves to be influenced by the behavior of others. The results of this study were in line with research conducted by (Bukit et al., 2019) which showed that leadership style had a positive and significant effect on employee performance.

The Influence of Organizational Culture (X2) on Employee Performance (Y)

From table 8 above, it can be seen that the original sample value was 0.234 with a t-statistic value less than 1.96 or ($1.618 > t\text{-table } 1.96$) with a p-value greater than alpha ($0.106 > 0.05$), so it can be concluded that obtained H_0 was accepted and H_a was rejected. The results showed that organizational culture had a

positive and insignificant effect on employee performance.

Results in this research showed that organizational culture did not have a significant effect on employee performance at the Education and Culture Office of Pesisir Selatan district. Where the original sample value was 0.234 with a t-statistic value less than 1.96 or ($1.618 < t\text{-table } 1.96$) with a p-value greater than alpha ($0.106 > 0.05$), it can be obtained that H_0 was accepted and H_a was rejected. According to Djatola (2019), organizational culture determines a system of shared meaning adopted by the component that selects the agency against other agencies. After all, organizational culture is also often interpreted as the basic rules that provide information for employees and consumers. Based on these assumptions, the important thing that needs to be in the definition of organizational culture is a value system that is felt by everyone in the company. These results were in line with research conducted by Finaltri, Arief (2020) which showed that organizational culture had no significant effect on employee performance.

The Influence of Work Motivation (Z) on Employee Performance (Y)

From table 8 above, it can be seen that the original sample value was 0.374 with a t-statistic value greater than 1.96 or ($2.984 > t\text{-table } 1.96$) with a p-value smaller than alpha ($0.003 < 0.05$) then it can be obtained H_0 was rejected and H_a was accepted. The results showed that work motivation had a significant effect on employee performance.

There was a positive and significant influence of organizational culture on employee performance at the Education and Culture Office of Pesisir Selatan district. Where the original sample value was 0.374 with a t-statistic value greater than 1.96 or ($2.984 > t\text{-table } 1.96$) with a p-value smaller than alpha ($0.003 < 0.05$), it can be obtained that H_0 was rejected and H_a was accepted. According to Riyadi & Mulyapradana (2017), work motivation is a potential ability that exists in a human being,

Table 9. Indirect Effect of Hypothesis Test Results

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Leadership Style->Work Motivation-> Employee Performance	0.155	0.156	0.062	2.511	0.012
Organizational Culture ->Work Motivation-> Employee Performance	0.184	0.188	0.074	2.492	0.013

Source: Primary data processed, 2022

which can be developed by a number of external abilities which essentially revolve around monetary rewards, and non-monetary competencies that can affect their performance results positively or negatively. This depends on the situation and conditions faced by the person concerned. The results of this study were in line with research conducted by previous studies conducted by Akbar et al. (2020) that work motivation had a positive and significant effect on employee performance.

Based on the Table 9, the following hypothetical conclusions can be drawn:

The Influence of Leadership Style on Employee Performance through Work Motivation as an Intervening Variable

Table 9 above shows that the original sample value was 0.115 with a t-statistic value greater than 1.96 or (2.511 > t-table 1.96) with a p value less than alpha (0.012 < 0.05) then it can be obtained H0 was rejected and Ha was accepted. The results showed that work motivation could mediate the influence of leadership style on employee performance.

There was an influence of leadership style on employee performance through work motivation at the Education and Culture Office of Pesisir Selatan district. Where the original sample value was 0.115 with a t-statistic value greater than 1.96 or (2.511 > t-table 1.96) with a p-value smaller than alpha (0.012 <0.05), it can be obtained that H0 was rejected and Ha was received. This means that leadership style indirectly affected employee perfor-

mance, leadership style will increase if employees feel the high work motivation given so that later it will be able to improve employee performance. According to Makmun et al., (2020) suggested that leadership is a competency to adjust, encourage, and focus an activity on an individual or group of people, to fulfill a specific purpose in a particular situation. Leadership style is a habit of behavior that is used by someone when that person proves to be influenced by the behavior of others. The results of this study were in line with research conducted by Aprilia et al., (2021) with the title The Effect of Leadership Style on Employee Performance through Work Motivation as an Intervening Variable.

The Influence of Leadership Style on Employee Performance through Work Motivation as an Intervening Variable

From Table 9 above can be seen that the original sample value was 0.184 with a t-statistic value greater than 1.96 or (2.492 > t-table 1.96) with a p value less than alpha (0.013 < 0.05) then it can be obtained H0 was rejected and Ha was accepted. The results showed that work motivation could mediate the influence of organizational culture on employee performance.

There was an influence of organizational culture on employee performance through work motivation at the Education and Culture Office of Pesisir Selatan district. Where the original sample value was 0.184 with a t-statistic value greater than 1.96 or (2.492 >

t-table 1.96) with a p-value smaller than alpha (0.013 < 0.05), it can be obtained that H₀ was rejected and H_a was received. It means that organizational culture did not directly affect employee performance but must pass work motivation where if work motivation has been given it will certainly be able to improve employee performance. Sutoro (2020) suggested that a successful organizational culture can help organizations rely on and adapt to an environmental exchange. The technique of developing an adaptive organizational culture begins with leadership. A leader must be acquired in creating and implementing a vision and strategy that is appropriate to the organizational context, processed capacity that must be increased from time to time by combining organizational success and a strong leadership focus. The results of this study were in line with research conducted by Al-Ayyubi & Sholahuddin (2019) with the title The Effect of Organizational Culture on Employee Performance through Work Motivation as an Intervening Variable.

CONCLUSION

Based on the studies, research results and discussions that had been described previously, it can be concluded that leadership style and organizational culture have a positive and significant effect on work motivation at the Education and Culture Office of Pesisir Selatan district. In addition, leadership style, organizational culture, and work motivation also had a positive and significant effect on employee performance at the Education and Culture Office of Pesisir Selatan district. The results also showed that work motivation could mediate the influence of leadership style and organizational culture on employee performance at the Education and Culture Office of Pesisir Selatan district.

Based on the results of the study, the Education and Culture Office of Pesisir Selatan district is expected to improve leadership style through increasing decision-making abilities, motivational skills, communication

skills, ability to control subordinates and responsibilities. In addition, the improvement of organizational culture can be done through increasing discipline, accuracy, innovation and coordination. Furthermore, there is a need to increase the need for achievement, the need for power and the need for affiliation. In relation to the importance of this research, further research may involve other variables that affect employee performance outside of this research variable such as work discipline, promotion, work environment and so on.

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