

The Effect of Work Motivation, Leadership, and Organizational Culture on the Performance of Employees at the Bapenda of Lampung Province

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| Article Info | ABSTRACT |
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| <p>Keywords: work motivation, organizational culture, employee performance, leadership.</p> | <p>The future progress of the Indonesian nation depends heavily on the quality of its human resources, characterized by physical and spiritual well-being, as well as talent and work skills. The primary emphasis in national development efforts is on human resource development. This study aims to determine the influence of work motivation, leadership, and organizational culture on employee performance at the BAPENDA Lampung Province. The sample size for this study was 65 employees. The sampling technique was purposive sampling. This study used a questionnaire to collect data. The data analysis method used was multiple linear regression. The results of this study revealed an influence between work motivation and organizational culture on employee performance, but no influence between leadership and employee performance.</p> |
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INTRODUCTION

The future progress of the Indonesian nation depends heavily on the quality of its human resources, characterized by physical and spiritual well-being, as well as talent and work skills. The main emphasis in national development efforts is on human resource development. The development of quality and competitive human resources is very important for the Indonesian nation. The function of human resources is very important in directing the growth of a corporation, including its impact at the national level. Therefore, the improvement and development of human resources need to be continuously pursued to ensure the achievement of predetermined goals. Human resource management includes a series of activities, including planning, acquisition, supervision, training and development, as well as retention and separation of human resources. Rajabasa Bandar Lampung is one of the Employee performance in BAPENDA Lampung Province Employees have an important role in supporting the success of organizations, both in the government and private sectors. As one of the largest cities in Sumatra, Rajabasa Bandar Lampung is a center of economic, educational, and service activities that require quality human resources.

Employee performance in this city is measured not only by achieving productivity targets, but also by aspects of discipline, work ethic, innovation, and the ability to adapt to technological developments. Organizations in Rajabasa Bandar Lampung are increasingly

recognizing that improving employee performance must be balanced with an effective human resource management system, such as ongoing training, rewards, and competency-based assessments. Furthermore, a conducive work environment and communicative leadership have been proven to increase employee motivation and loyalty. By considering these aspects, companies and agencies in Rajabasa Bandar Lampung are expected to create a productive and professional workforce. Ultimately, improved employee performance will impact the quality of public services and the competitiveness of the private sector, thereby driving sustainable regional economic growth.

The recruitment and training system at the Lampung Province BAPENDA Employee Agency produces employees with permanent employee status and uses outsourcing to improve company effectiveness. Sadono (2004:98) defines recruitment as a systematic procedure aimed at recruiting individuals with the necessary qualifications to apply for vacant positions. In accordance with Simamora (2013), recruitment is a process involving a series of actions aimed at identifying and attracting potential job candidates who have the motivation, skills, experience, and knowledge necessary to address gaps identified in personnel planning. Many organizations, institutions, and companies face a fundamental challenge in recruitment, namely the ability to attract applicants or individuals interested in jobs who have the necessary skills to work independently and contribute to the organization's long-term success. Recruitment is mostly carried out by universities, companies, and certain organizations, resulting in limited selection scope at the registration stage, thus causing a lack of candidates with the desired qualifications.

Dessler (2013) suggests that training involves systematically imparting necessary skills to workers, enabling them to effectively carry out their job responsibilities. In general, implementing training programs will ultimately impact an organization's competitive advantage and increase its overall productivity. Unfortunately, during times of financial constraints, allocations for training are often reduced, even though this reduction can lead to decreased employee dedication to the organization. Consequently, this decreased commitment contributes to increased employee turnover, which in turn increases recruitment costs. According to Hasibuan (2019:160), work productivity can be linked to strengthening employee efforts, facilitated by factors such as strong motivation and innate qualities or skills acquired through training. Effective recruitment and training initiatives have the potential to increase employee work productivity. The productivity aspect is crucial in achieving organizational success. This study will primarily investigate the impact of employee recruitment and training on employee work productivity, as outlined in the description provided.

Literature Review

H1: Motivation Work influential positive And significant to performance employee

Work motivation is a process that explains the intensity, direction, and strength of an individual's efforts to achieve targets/goals (Robbins and Judge, 2019). According to Mathis and Jackson (2006), factors that influence employee performance include their abilities, motivation, the support they receive, the work environment they work in, and their relationship with the organization. Based on this theory, it can be said that every employee

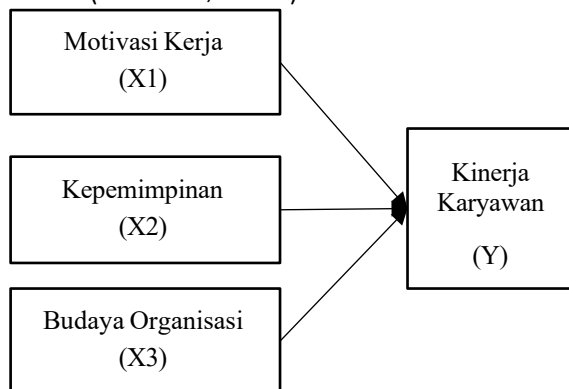
needs strong motivation to be willing to complete their work with enthusiasm, passion, and high dedication.

H2: Leadership influential positive And significant to performance employee

According to Daft (2016), leadership is the ability to influence people to achieve organizational goals/targets. Leadership in an organization is a factor that helps determine its success or failure. Successful leadership is demonstrated by successful organizational management (Susanta et al., 2013). Therefore, leadership is a crucial factor in employee performance, which can determine a company's results.

H3: Culture organization influential positive And significant to performance employee

According to Robbins and Judge (2019), organizational culture refers to the system of shared values held by employees that distinguishes the organization from others. Employees who are offered jobs, those who are assessed for high performance, and those who are promoted are all heavily influenced by the fit between the individual and the organization, meaning whether or not the employee's attitudes and behavior align with the organizational culture. (Robbins, 2015)



Source: Hanantoko (2017)

Picture 1 Framework Study

RESEARCH METHODS

This research is a basic research, basic or pure research is research that aims to find new knowledge that has never been known before (Jujun S. Suriasumantri, 1985) in (Sugiyono, 2019, 13). The research method in this research is a quantitative method, according to Sugiyono (2019, 16) quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research certain populations or samples, data collection using research instruments, data analysis is quantitative/statistical, with the aim of testing the established hypothesis. The type of Quantitative Research in this research is descriptive quantitative research where

According to Sugiyono (2019), quantitative descriptive analysis technique is a data analysis by describing or depicting the collected data as it is without intending to make conclusions that apply to the public or generalization. According to Sugiyono (2019) defines the meaning of variables as follows: anything that can take any form that has been determined by the researcher for the purpose of studying so that information is obtained,

from which conclusions will be drawn. In this study there are independent variables and dependent variables where the independent variables used are work motivation, leadership, and organizational culture, while the dependent variable used is employee performance. According to Sugiyono (2019) Population is a generalization area consisting of objects/subjects that have certain quantities and characteristics that have been determined by the researcher to be studied and finally conclusions drawn. In quantitative research, the sample is part of the number and characteristics found in the population.

In this study there were 75 populations with a sample size that met the criteria. through purposive sampling totaling 65 samples. The criteria used that is employees who work inside company for at least 1 year, is a existing employees on the lowest position inside company, as well as instead of a leader team, division, department, or company. Purposive sampling That Alone is technique sample determination with considerations / criteria certain (Sugiyono, 2019). employees who become sample in study This totaling 65 employees of the Lampung Province BAPENDA.

Results And Discussion

Tabel 3 Hasil Uji F Goodness of Fit (ANOVA)

| | Model | Sum of Squares | df | Mean Square | F | Sig. |
|---|------------|----------------|----|-------------|-------|-------------------|
| 1 | Regression | 190,732 | 3 | 63,577 | 9,521 | .000 ^b |
| | Residual | 407,329 | 61 | 6,678 | | |
| | Total | 598,062 | 64 | | | |

The results of the hypothesis testing in this study used the p-value approach or significance value (Sig.) with an error rate (alpha, α) of 0.05. This approach is commonly used in multiple linear regression analysis to determine whether a model is fit and to test the significance of each independent variable on the dependent variable. Anderson et al. (2019) explained that a regression model is said to meet the fit criteria if the p-value is smaller than alpha ($p < \alpha$). In this study, the model's Sig. value was obtained at 0.000, which means it is smaller than 0.05. This means that the regression model built with the variables of work motivation, leadership, and organizational culture to predict the performance of BAPENDA Rajabasa Bandar Lampung employees is included in the fit criteria. In other words, simultaneously, the three independent variables have a significant effect on employee performance so that the model is suitable for drawing conclusions. This finding indicates that together, work motivation, leadership, and organizational culture are important factors that determine the high and low performance of BAPENDA Lampung Province employees.

Furthermore, hypothesis testing was conducted for each independent variable partially. From the regression test table presented in this study, it is known that the Sig. value for the

work motivation variable (X1) is 0.000, which is smaller than 0.05. Thus, H1 is accepted, meaning there is a significant influence of work motivation on employee performance at the Lampung Province BAPENDA. This result indicates that the higher the work motivation of employees, the higher their performance. This finding is consistent with Hasibuan's theory (2019) which states that motivation is a drive that creates employee enthusiasm so that they are willing to work effectively and efficiently. Previous research by Ghozali and Ratmono (2020) also found that work motivation is positively related to productivity and performance in various organizations. Incentive programs, promotion opportunities, and a supportive work environment turned out to be important driving factors for increasing employee work motivation. Therefore, management needs to continue to develop reward and coaching systems that are able to maintain and enhance employee motivation so that overall organizational performance can be improved.

Meanwhile, for the leadership variable (X2), the Sig. value was 0.058, which is greater than 0.05. Thus, H2 is rejected, meaning there is no significant influence of leadership on the performance of BAPENDA Lampung Province employees partially. This finding is quite interesting because theoretically, leadership is often considered an important factor influencing performance. Robbins and Judge (2019) emphasized that effective leadership can increase subordinate motivation, commitment, and productivity. However, in this study, leadership did not have a statistically significant effect on performance. There are several possibilities that explain this result. First, the leadership style applied is relatively uniform and has not had much variation so it does not have a different impact on employee performance. Second, leadership in this company may still be more administrative than transformational so its influence on direct performance has not been felt. Third, the leadership variable may interact with other variables such as organizational culture or motivation so that its influence is more visible simultaneously than partially. These results provide a lesson that although leadership is important, an in-depth evaluation of leadership styles, policies, and development programs is needed so that their role in improving employee performance is more evident.

Furthermore, for the organizational culture variable (X3), the Sig. value is 0.002, which is smaller than 0.05. Thus, H3 is accepted, meaning there is a significant influence of organizational culture on employee performance at the Lampung Province BAPENDA. A positive and strong organizational culture creates a conducive work environment so that employees are more easily adaptable, collaborative, and motivated to achieve work targets. This finding supports Schein's (2017) theory which states that organizational culture is a system of values and beliefs shared by members of an organization and guides their behavior. Similar research by Sutrisno (2020) also found that a strong organizational culture contributes to increased employee performance and loyalty. In the context of an organizational culture that encourages openness, innovation, and teamwork, it has been shown to increase work effectiveness. However, the results of this study also indicate the need to strengthen corporate cultural values so that all employees have perceptions and behaviors that align with the organization's vision and mission.

The above findings if united give a clearer picture comprehensive about factors that influence performance employee Employees of the Lampung Province BAPENDA. In general

simultaneous, motivation work, leadership, and culture organization proven influential significant to performance. This means management must look at third factor the in a way integrated. No Enough only focus on motivation just or culture only, but need package comprehensive policy. For example, increasing motivation through incentive And promotion must accompanied with style supportive leadership And culture conducive organization. When all three in harmony, performance employee will increase in a way sustainable. In theory system organization, success performance is results interaction various subsystem, not just accumulation factor individual.

Results study This Also open opportunity discussion more carry on about connection between variables said. Although leadership No influential significant in a way partial, can So leadership own influence No direct through variables motivation or culture organization. Good leader can form culture positive And increase motivation subordinates who his turn increase performance. In other words, the influence leadership Possible more nature mediation or moderation. For that, research advanced can testing the mediation model or moderation between leadership, motivation, culture organization, and performance BAPENDA employee. Research advanced This it is important that management own understanding more deep about How designing development programs true leadership impact on improvement performance.

Besides that, the result study This confirm importance motivation Work as the most dominant factor in influence performance employee Employees of the Lampung Province BAPENDA. This in line with Herzberg 's opinion in Two-Factor theory which states that motivating factors such as achievement, recognition, and not quite enough answer capable increase satisfaction And performance employee in a way sustainable. By Because that, management Lampung Province BAPENDA employees need to Keep going identify need employee And designing a program that is capable fulfil need said, well through compensation fair, opportunity development career, as well as environment supportive work. Strategy This will help maintain employee achieve at a time increase productivity company.

Temporary that, the importance culture organization Also No may ignored. Culture strong organization can become foundation for behavior Work positive And improvement Performance. Employees of the Lampung Province Regional Revenue Agency (BAPENDA) need ensure that company core values No only written in the document official but truly internalized by all over employee through orientation programs, training culture, and example from the leaders. employees who feel become part from healthy culture will more motivated, loyal, and productive. With thus, culture positive organization is investment term long for company.

In term long, Employee of BAPENDA Lampung Province can use results study This as base compilation strategy human resource management. With understand influencing factors significant to performance, management can prioritize allocation source Power and the most effective programs. For example, if motivation Work proven to be the most dominant company can allocate budget more big for incentive programs, development career, and environment supportive work. If culture organization Also influential significant, then the internalization program values, communication vision, and strengthening ethos Work need

become focus. Although leadership No significant in a way partial, development program leadership still important Because his role in form motivation And culture organization.

In a way overall, results study This show that improvement performance employee Employees of the Lampung Province BAPENDA need approach holistic that integrates motivation work, leadership, and culture organization. No There is One factor single capable increase performance in a way drastic without support factor others. With understand interaction third factor this, management Employees of the Lampung Province BAPENDA can designing more policies appropriate target For reach superiority sustainable competitiveness.

CONCLUSION

Hypothesis first (H1) states motivation Work influential And significant to performance employees at the Lampung Province BAPENDA Employees. So that can concluded the more tall motivation Work so will lower level performance employee. 2. Hypothesis first (H2) states leadership No influential And No significant to performance employee Employees of the Lampung Province BAPENDA. So that can concluded although height level leadership However No existence influence to performance employee. Hypothesis first (H3) states culture organization influential And significant to performance employee Employees of the Lampung Province BAPENDA. So that can concluded the more tall culture organization so will the more Good performance employee

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