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RESEARCH ARTICLE / REVIEW ARTICLE

The Influence Of Leadership And Work Culture Through Work Motivation On Employee Performance

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Abstract: The performance of employees at the Tabanan Regency Planning, Research and Development Agency has a big role in achieving organizational goals, therefore improving employee performance is very important to do. There are many factors that can affect employee performance, namely leadership, work culture and work motivation. The aims of this study were to determine (1) the direct effect of leadership and work culture on work motivation, (2) the direct effect of leadership, work culture and work motivation on employee performance and (3) the indirect effect of leadership and culture through work motivation on performance employee. The data in this study were collected using a questionnaire method which was distributed to respondents, namely as many as 55 employees at the Planning, Research and Development Agency of Tabanan Regency. The data analysis technique used to achieve the objectives of this study is path analysis which examines the direct and indirect effects between variables. The results showed that (1) leadership and work culture have a direct significant effect on work motivation, (2) leadership, work culture and work motivation have a direct significant effect on employee performance and (3) leadership and work culture have a significant influence indirectly through work motivation on employee performance.

Keywords: Leadership, Work Culture, Work Motivation and Employee Performance

1. Introduction

Tabanan Regency is one of the districts in Bali Province which is currently showing development and growth to become an autonomous region that is starting to become independent. Tabanan Regency currently has twenty-one (21) Departments, nine (9) Agencies, ten (10) Divisions and ten (10) Districts tasked with providing public services to the community.

One of the agencies in Tabanan Regency which has a very large role in the fields of planning, research and development is the Planning, Research and Development Agency (Bappelitbang), which in carrying out its existing tasks requires a sufficient number of employees. A sufficient number of employees will be able to provide good public services to the community and other official duties, but in reality the number of employees in the Tabanan Regency Planning, Research and Development Agency is still insufficient. Below, Table 1 shows data on the number of employees working at the Tabanan Regency Planning, Research and Development Agency.



Table 1. Number of ASN and Non-ASN Employees at the Tabanan Regency Planning, Research and Development Agency in 2022

No	Employee	Man (Person)	Woman (Person)	Amount (Person)
1	ASN	33	16	49
2	Non ASN	6	9	15
	Total	39	25	64

Source: Tabanan Regency Bappelitbang (2023)

Based on Table 1, it can be seen that employees working at the Tabanan Regency Planning, Research and Development Agency are divided into two, namely ASN employees and non-ASN employees. The number of ASN employees working at the Tabanan Regency Planning, Research and Development Agency is 49 people, while the number of non-ASN employees working at the Tabanan Regency Planning, Research and Development Agency is 15 people. With a total of 64 employees, the Tabanan Regency Planning, Research and Development Agency still finds it difficult to carry out its duties optimally because the number of employees is still minimal, in addition to the fact that the performance of the employees is still less than optimal.

Based on the results of observations in the field, namely a preliminary study, it is known that the performance of employees at the Tabanan Regency Planning, Research and Development Agency is still less than optimal, which makes organizational tasks and goals difficult to achieve. Performance is a very important part because high performance has very important benefits, an organization wants employees to work seriously according to their abilities to achieve good work results, without good performance from all employees, then success in achieving goals will difficult to achieve (Colquit, 2016). This lack of employee performance can be seen from the leadership, work culture and work motivation factors that employees have in carrying out their duties, while job demands require high performance. Low performance is also shown by the existence of employees who lack responsibility and understanding of their duties due to a lack of leadership factors, good work culture and work motivation.

Leadership is the process of influencing the behavior of other people in an effort to achieve a goal. This process can occur anywhere without being limited by who the perpetrators are. Leadership factors have a very big role in employee performance, because in managing and controlling various functions in the organization so that they remain consistent with organizational goals, a leader is needed who has an influence on the attitudes of his employees.

Work culture has a huge influence on employee performance, where work culture acts as a psychological atmosphere that influences the behavior of organizational members, formed as a result of organizational actions and interactions between organizational members. Rivai (2016) states, "Work culture is a group of basic thoughts or mental programs that can be used to increase work efficiency and human cooperation owned by a group of people."

Apart from leadership and work culture factors, work motivation factors also influence employee performance at the Tabanan Regency Planning, Research and Development Agency. Good work motivation will be able to direct and mobilize employees in their work so that they can prevent obstacles, errors and failures at work. Work motivation shows the presence of discipline in work so that employees are more diligent, careful and more active or enthusiastic to do a job that is an obligation for an employee (Fuad, 2015).

Based on the explanation above, it is necessary to improve the quality of employee performance in order to achieve the desired organizational goals. Leadership, work culture and work motivation are factors that greatly influence employee performance at the

Tabanan Regency Planning, Research and Development Agency. The better the leadership, work culture and work motivation, the more employee performance will improve, conversely, if the leadership, work culture and work motivation are worse and ineffective, it will result in decreased employee performance. So, it can be concluded that leadership, work culture and work motivation really support employees in carrying out their work and improve employee performance, for this reason the author is interested in conducting research by choosing the title "The Influence of Leadership and Work Culture through Work Motivation on Employee Performance in the Planning Agency, Tabanan Regency Research and Development".

1.1. Formulation of the problem

Based on the background, several main problems can be formulated, namely as follows:

- a. Does leadership have a direct effect on employee work motivation at the Tabanan Regency Planning, Research and Development Agency?
- b. Does work culture have a direct effect on employee work motivation at the Tabanan Regency Planning, Research and Development Agency?
- c. Does leadership have a direct effect on employee performance at the Tabanan Regency Planning, Research and Development Agency?
- d. Does work culture have a direct effect on employee performance at the Tabanan Regency Planning, Research and Development Agency?
- e. Does work motivation have a direct effect on employee performance at the Tabanan Regency Planning, Research and Development Agency?
- f. Does leadership have an indirect effect through work motivation on employee performance at the Tabanan Regency Planning, Research and Development Agency?
- g. Does work culture have an indirect effect through work motivation on employee performance at the Tabanan Regency Planning, Research and Development Agency?

2. Literature Review

Colquit (2016) defines that performance is the result of work functions or activities of a person or group in an organization which is influenced by various factors to achieve organizational goals within a certain period. Chen (2019) defines performance as the quality and quantity of work results achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Meanwhile, according to Armstrong (2016), performance is the level of achievement of results from carrying out certain tasks. Based on several expert opinions, it can be concluded that performance is a person's way of achieving good results in order to realize company goals. Employee performance is a result achieved by the employee in his work according to certain criteria that apply to a job. Measuring employee performance in an organization/agency can be done using several indicators. According to Lin (2021) employee performance has five indicators, namely: 1. Quality; 2. Quantity; 3. Punctuality; 4. Presence dan 5. Effectiveness.

This employee performance indicator is a measure of performance for employees in an organization or certain agency in achieving predetermined goals. In an organization or agency, the existence of performance indicators plays an important role because it influences the achievement of goals.

Fuad (2015) leadership is an activity to influence the behavior of other people, or the art of influencing human behavior, both individuals and groups. Leadership is a very important factor in an organization because most of the success and failure of an organization is determined by the leadership in the organization. According to Mondy (2014) defines leadership as a group of processes carried out by someone in managing and inspiring a number of jobs to achieve organizational goals through the application of management techniques. According to Rivai (2016) leadership has several indicators, namely: Decision-making, Instructive, Consultative, Participation, and Delegative

Based on the explanation above, it can be concluded that leadership is a leader's way of influencing subordinates with certain characteristics so that they can achieve the desired goals. One of the success factors of a leader depends on the leadership techniques used in creating situations so that the people he leads become aware of carrying out what is desired. In other words, whether a leader is effective or not depends on his ability to manage and apply his leadership patterns according to the situation. and the condition of the organization.

Dimas (2019) explains, "work culture is a habit that is carried out repeatedly by employees in an organization, there are no strict sanctions for violations of this habit, but organizational actors have morally agreed that this habit is a habit that must be obeyed in order to implementation of work to achieve goals". Meanwhile, Mondy (2014) stated, "work culture is a group of basic thoughts or mental programs that can be used to increase work efficiency and human cooperation owned by a group of people." Suprihanto (2013) suggests that there are five indicators that can measure work culture, namely: Diligent in work, Honest in work, Work commitment, Responsibility for work, Professionalism.

Based on what has been explained above, work culture is the values that are the characteristics, habits and driving forces that are shared by every individual in the work environment of an organization. If it is related to an organization, the work culture in an organization shows how organizational values are learned, that is, planted and expressed using certain means many times, so that members of the organization and society can observe and feel them.

Work motivation is one of the things that influences human behavior, work motivation is also called a driver, desire, support or needs that can make someone enthusiastic and motivated to work to reduce and fulfill their own urges, so that they can act and act according to certain ways. certain things that will lead to the optimal direction. Work motivation comes from the Latin word (*movemore*) which means encouragement or moving. Work motivation (motivation) in management is only aimed at human resources in general and subordinates in particular. Nawawi (2018) explains that work motivation can be measured by several indicators, namely: Wages, Working conditions, Surveillance techniques, Interpersonal relationships, Award

Based on the explanation above, it can be concluded that work motivation is an impulse from within the individual based on behavior in a certain way to fulfill his or her desires and needs. Motivating work can be interpreted as providing motives as incentives for people to act, trying to achieve organizational goals. Work motivation is the (positive) attitude of workers towards their work, which arises based on an assessment of the work situation. This assessment can be carried out on one's work, the assessment is carried out as a sense of appreciation for achieving one of the important values in the work.

Based on empirical studies and theoretical studies, employee performance at the Tabanan Regency Planning, Research and Development Agency is largely influenced by leadership, work culture and work motivation. Leadership and work culture factors will be able to influence employee performance at the Tabanan Regency Planning, Research and Development Agency through work motivation. The following shows the conceptual framework of this research, which can be seen in Figure 1.

Based on Figure 1, it can be seen how the conceptual framework in this research is described. In this research, the influence of leadership and work culture through work motivation on employee performance at the Tabanan Regency Planning, Research and Development Agency will be examined. The investigation is based on the following hypotheses:

H1: leadership have a direct effect on employee work motivation at the Tabanan Regency Planning, Research and Development Agency.

- H2: work culture have a direct effect on employee work motivation at the Tabanan Regency Planning, Research and Development Agency.
- H3: leadership have a direct effect on employee performance at the Tabanan Regency Planning, Research and Development Agency.
- H4: work culture have a direct effect on employee performance at the Tabanan Regency Planning, Research and Development Agency
- H5: work motivation have a direct effect on employee performance at the Tabanan Regency Planning, Research and Development Agency.
- H6: leadership have an indirect effect through work motivation on employee performance at the Tabanan Regency Planning, Research and Development Agency.
- H7: work culture have an indirect effect through work motivation on employee performance at the Tabanan Regency Planning, Research and Development Agency

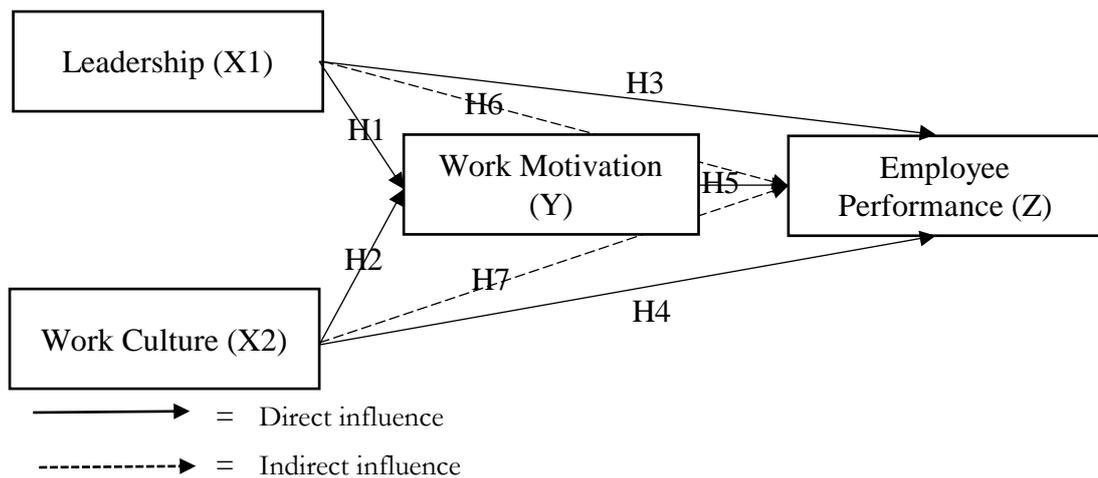


Figure 1. Research Conceptual Framework

3. Research Method and Materials

The data used in this research is quantitative data, namely data in the form of numbers or numbers that can be calculated regarding leadership, work culture, work motivation and employee performance at the Tabanan Regency Planning, Research and Development Agency. The data source based on the method of obtaining it in this research is primary data, namely data obtained or collected directly in the field by researchers from the person concerned. Determining the amount of data or samples in this research uses the Slovin formula. Based on the results of the Slovin formula formulation above, the number of samples in this study was 55 people. The sampling method in this research uses the Probability Sampling method with the Proportional Stratified Random Sampling sampling technique.

The technique used to obtain the data needed in this research in order to achieve the objectives of this research uses a questionnaire or questionnaire, namely a data collection technique that is carried out by distributing a written list of questions to respondents in order to obtain answers to questions or statements posed to them (Siregan, 2017). This research will use a closed type of questionnaire, where the answers to the statements given to respondents are in the form of choices. This method is used to find relevant data from respondents with the aim of answering the problems in the research.

Collecting data in this research was carried out using several methods that required tools or instruments. The research instrument used to collect data for this research uses a questionnaire or questionnaire which contains a list of statements from each statement item or indicator from each variable in the research which is measured using an odd Likert scale

in the form of positive statements which are given a score of 5, 4, 3, 2 and 1. The data analysis technique used in this research is path analysis. Comprehensively, the data analysis techniques in this research can be described as follows: Test research instruments (Validity test and Reliability test), Descriptive statistical analysis, Classic assumption test, Test model suitability, Path analysis (Path Analysis), Test the influence hypothesis directly and Test the indirect influence hypothesis.

4. Results and Discussion

Hypothesis testing is carried out to determine whether the influence of work motivation and work discipline through work culture is significant or not on employee performance, both directly and indirectly, it is necessary to test the hypothesis. Direct hypothesis testing in this research was carried out by comparing the calculated t value with the t table value or comparing the significance value (p-value) with the level of significance (α) value, namely 0.05, then a decision was made according to the test criteria. Below in Table 2, the results of testing the direct influence hypothesis are shown.

Table 2. Direct Influence Hypothesis Test Results

No.	Influence of Variables	t count	Sig.	Information
1	The influence of leadership (X1) on work motivation (Y)	3.677	0.000	Significant Influence
2	The influence of work culture (X2) on work motivation (Y)	3.386	0.000	Significant Influence
3	The influence of leadership (X1) on employee performance (Z)	2.636	0.011	Significant Influence
4	The influence of work culture (X2) on employee performance (Z)	3.385	0.000	Significant Influence
5	The influence of work motivation (Y) on employee performance (Z)	4.471	0.000	Significant Influence

Based on the results of data processing, it can be seen that all independent and connecting variables have a significant direct influence on the dependent variable, because the calculated t value is greater than the t table or the significance value (p-value) is smaller than five percent.

Indirect hypothesis testing in this research was carried out by comparing the calculated t value with the t table value and then a decision was made according to the testing criteria. Table 3 show the results of testing the indirect influence hypothesis.

Table 2. Indirect Influence Hypothesis Test Results

No.	Influence of Variables	t count	Information
1	The influence of leadership (X1) through work motivation (Y) on employee performance (Z)	2.534	Significant Influence
2	The influence of work culture (X2) through work motivation (Y) on employee performance (Z)	2.577	Significant Influence

Based on the results of data processing, it can be seen that all independent variables have a significant influence indirectly through connecting variables on the dependent variable, because the calculated t value is greater than the t table.

The leadership variable (X1) empirically and statistically has a direct significant effect on work motivation (Y), because the results obtained state that the calculated t value is greater than the t table value ($3.677 > 1.986$) or the significance value (p-value) is smaller than five percent ($0.000 < 0.050$) which proves that leadership has a significant direct effect on employee work motivation at the Tabanan Regency Planning, Research and Development Agency. These results are supported by previous research conducted by Muhammad

Maulana (2019) which found that leadership had a significant direct effect on work motivation.

The work culture variable (X2) empirically and statistically has a direct and significant effect on work motivation (Y), because the results obtained state that the calculated t value is greater than the t table value ($3.386 > 1.986$) or the significance value (p-value) is smaller of five percent ($0.000 < 0.050$) which proves that work culture has a direct and significant influence on employee work motivation at the Tabanan Regency Planning, Research and Development Agency. These results are supported by previous research conducted by Muhammad Maulana (2019) which obtained results that work culture had a significant direct effect on work motivation.

The leadership variable (X1) empirically and statistically has a direct significant effect on employee performance (Z), because the results obtained state that the calculated t value is greater than the t table value ($2.636 > 1.986$) or the significance value (p-value) is smaller than five percent ($0.011 < 0.050$) which proves that leadership has a direct and significant effect on employee performance at the Tabanan Regency Planning, Research and Development Agency. These results are supported by previous research conducted by Huda Suanto (2015) and Muhammad Maulana (2019) which obtained the results that leadership had a significant direct effect on employee performance. So the third hypothesis in this study was proven correct.

The work culture variable (X2) empirically and statistically has a direct and significant effect on employee performance (Z), because the results obtained state that the calculated t value is greater than the t table value ($3.385 > 1.986$) or the significance value (p-value) is smaller of five percent ($0.000 < 0.050$) which proves that work culture has a direct and significant influence on employee performance at the Tabanan Regency Planning, Research and Development Agency. These results are supported by previous research conducted by Huda Suanto (2015), Muhammad Maulana (2019) and Itsnaini Nurfaizah (2020) which obtained the results that work culture has a significant direct effect on employee performance.

The work motivation variable (Y) empirically and statistically has a direct and significant effect on employee performance (Z), because the results obtained state that the calculated t value is greater than the t table value ($4.471 > 1.986$) or the significance value (p-value) is smaller of five percent ($0.000 < 0.050$) which proves that work motivation has a direct and significant effect on employee performance at the Tabanan Regency Planning, Research and Development Agency. These results are supported by previous research conducted by Muhammad Maulana (2019) and Itsnaini Nurfaizah (2020) which obtained the results that work culture has a significant direct effect on employee performance.

The leadership variable (X1) empirically and statistically has a significant indirect effect through work motivation (Y) on employee performance (Z), because the results obtained state that the calculated t value is greater than the t table value ($2.534 > 1.986$) which proves that leadership has a significant indirect effect through work motivation on employee performance at the Tabanan Regency Planning, Research and Development Agency. These results are supported by previous research conducted by Muhammad Maulana (2019) which found that leadership had a significant indirect effect through work motivation on employee performance.

The work culture variable (X2) empirically and statistically has a positive and significant effect indirectly through work motivation (Y) on employee performance (Z), because the results obtained state that the calculated t value is greater than the t table value ($2.577 > 1.986$) which is proves that work culture has a significant indirect effect through work motivation on employee performance at the Tabanan Regency Planning, Research and Development Agency. These results are supported by previous research conducted by Muhammad Maulana (2019) which found that leadership had a significant indirect effect through work motivation on employee performance

5. Conclusion

Based on the results of the analysis and hypothesis testing that has been carried out, several conclusions can be obtained, namely as follows:

- a. Leadership has a significant direct effect on employee work motivation at the Tabanan Regency Planning, Research and Development Agency.
- b. Work culture has a direct and significant influence on employee work motivation at the Tabanan Regency Planning, Research and Development Agency.
- c. Leadership has a direct and significant influence on employee performance at the Tabanan Regency Planning, Research and Development Agency.
- d. Work culture has a direct and significant influence on employee performance at the Tabanan Regency Planning, Research and Development Agency.
- e. Work motivation has a direct and significant effect on employee performance at the Tabanan Regency Planning, Research and Development Agency.
- f. Leadership has a significant indirect effect through work motivation on employee performance at the Tabanan Regency Planning, Research and Development Agency.
- g. Work culture has a significant indirect effect through work motivation on employee performance at the Tabanan Regency Planning, Research and Development Agency.

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