

# THE INFLUENCE OF ORGANIZATIONAL CULTURE AND LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE WITH WORK MOTIVATION AS AN INTERVENING VARIABLE AT THE TRANSPORTATION OFFICE (DISHUB) TOBA DISTRICT

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## ABSTRACT

*This study aims to determine the effect of organizational culture and leadership style on employee performance with work motivation as an intervening variable at the Toba Regency Transportation Office (DISHUB). The sample method used is a total sample (total sampling) or census. The sample of this study were employees at the Toba Regency Transportation Office with 61 respondents. The data testing method used is the Structural Equation Modeling (SEM) test using the smartPLS application. The data collection techniques used are primary data in the form of questionnaires and secondary data obtained through documentation studies. The data analysis technique uses quantitative data processed with the SPSS version 25 program, namely the t test and the coefficient of determination (R<sup>2</sup>). The results obtained in this study indicate 1) Organizational Culture has a significant positive effect on Employee Performance through Work Motivation as an intervening variable, 2) Leadership Style has a significant positive effect on Employee Performance through Work Motivation as an intervening variable, 3) Organizational Culture has a significant positive effect on Work Motivation, 4) Leadership style has a positive but insignificant effect on Work Motivation, 5) Work Motivation has a significant positive effect on Employee Performance, 6) Organizational Culture and Leadership Style simultaneously have a significant positive effect on Employee Performance through Work Motivation as an intervening variable.*

**Keyword:** *Employee Performance, Organizational Culture, Leadership Style, Motivation*

## 1. INTRODUCTION

The Toba Regency Transportation Office (DISHUB) is an implementing element of the Regional Government in the field of land transportation led by the Head of Service and is located under and responsible to the Regent through the Regional Secretary of Toba Regency. The Department of Transportation or commonly abbreviated as Dishub of Toba Regency, has the task of organizing the affairs of transportation policy or transportation in the sub-field of land transportation for the Toba Regency area, North Sumatra. The function of the Transportation Office is to formulate transportation policies in its working area, technical policies in the field of transportation, administration including transportation licensing, evaluation and reports related to the transportation sector. The Toba Regency Transportation Office has a vision, namely: the realization of reliable and innovative transportation, communication and informatics services. With the mission of Creating Zero

Accident, increasing cooperation with stakeholders in creating traffic order and safety and fulfilling all the needs of road equipment facilities and infrastructure. Therefore, extra cooperation is needed in realizing the vision and mission. To provide the best service for the community, the Toba Regency government is expected to pay attention to the performance conditions of employees who work at the agency.

As a government organization, the Transportation Agency is required to be able to provide good service and always improve service performance to match what is expected by service users. Service results can be said to be good if there is a lot of positive feedback from the community and service users are satisfied with the services provided, namely between the reality or results obtained by service users in accordance with the expectations they want. In the Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 14 of 2014, it has been emphasized that every government agency as a public servant is required to provide services in accordance with service standards.

One of the services provided by the Toba Regency Transportation Agency is related to parking. However, the obstacle in the field is that there are still people who do not fully understand parking fees. Some people refuse to pay parking fees on the grounds that they only park for a short time. Law No. 32/2004 on Local Government and Law No. 33/2004 on Fiscal Balance authorize local governments to collect local taxes and levies as a source of local revenue. In order to achieve effective and efficient parking services and implementation, each region must be creatively able to create and encourage an increase in sources of local revenue. Therefore, it is necessary to take more effective actions in delivering parking services implemented in Toba Regency to increase local revenue. The results of the overall parking levy will be one of the performance assessments at the Toba Regency Transportation Agency.

Given the importance of employee performance in supporting the operational activities of the agency, every leader of government agencies is required to be able to improve the performance of their employees. Employee performance is an action taken by employees in carrying out the work given by the official organization. Various efforts can be made to improve employee performance ranging from education and training, compensation, to awards for work achievements. However, employee performance is not only influenced by these factors, but theoretically also influenced by organizational culture, motivation, leadership style owned by the agency.

Table 1. 1 Recapitulation of Toba Regency Transportation Agency Employee Attendance 2020-2022.

years	Number of Employees	Working Day	Description						Total (%)
			sick	%	permissions	%	Alpha	%	
2020	63	241	20	8,2	23	9,5	13	5,3	23
2021	63	238	20	8,4	38	15,9	10	4,2	28,5
2022	61	240	30	12,5	33	13,8	9	3,7	30

Source: Toba Regency DISHUB Employee Recapitulation Data, 2023

Based on table 1.1 above, it can be explained that during the last three years the condition of employee absenteeism at the Toba Regency Transportation Office has increased from previous years. In 2020, it can be seen that the percentage of employee absenteeism is at 23%. The attendance condition in 2021 shows an increase compared to the previous year, which was at 28.5%. Likewise, in 2022 the percentage of employee absenteeism increased again at 30%. According to Flippo in Supriyanto (2010), it is explained about the existing staffing problems including the high level of absenteeism and the high level of tardiness in working hours. If an organization has a high absenteeism rate, it is likely that employee performance is also low because organizational targets are difficult to achieve. The high level of absenteeism results in many activities being hampered and affects the overall performance of employees.

Assessment of a person's performance is related to quality, quantity and time oriented to tasks and work. Employee performance is a description of the level of achievement of implementing a program of activities or policies in realizing the goals, objectives, vision and mission of the organization as outlined through the strategic planning of an organization. The elements of the ASN performance assessment of the Toba Regency Transportation Office are about employee personality, namely service orientation, integrity, commitment, discipline, and cooperation. The SKP achievement value is expressed by numbers and designations, namely 91 - and above declared very good, 76 - 90 declared good, 61 - 75 declared sufficient, 51 - 60 declared less and 50 - down declared bad. The results of the performance assessment can be seen in table 1.2 below.

Table 1. 2 Recapitulation of Average Employee Performance Appraisal Results at DISHUB Toba Regency (2021-2022)

Elements Assessed	Employee Average Score		Description
	2021	2022	
Service Orientation	85,06	80,98	Declining
Integrity	81,32	81,62	Increasing
Commitment	80,5	81,6	Increasing
Discipline	80,1	78,5	Declining
Cooperation	83,62	80,41	Declining
Average	<b>82,12</b>	<b>80,62</b>	Declining

Source: Head of General and Personnel Division of DISHUB Toba Regency. 2023

Based on the table above, it can be seen that from 2021 to 2022 there was a decrease in the assessment of employee performance at the Toba Regency Transportation Agency, especially in the elements of service orientation, discipline and cooperation. Where the value of the service orientation element in 2021 was 85.06 and there was a decrease in 2022 of 80.98. Likewise, the discipline element in 2021 amounted to 80.1 and decreased in 2022 by 78.5. The problem of employee obedience at the Toba Regency Transportation Agency is employees who do not comply with the provisions of working hours and agency policies such as arriving late, leaving the workspace during working hours, using their working time unproductively or being busy with other activities outside of work. Meanwhile, the element of cooperation has also decreased from 83.62 in 2021 to 80.41 in 2022. This is due to the absence of cohesiveness between employees in doing work together so that the work results are not maximized and there are several employees who do not fit in with their coworkers. This performance appraisal is carried out annually in December and is assessed by the appraisal official, namely the employee's direct supervisor.

Organizational culture is a factor in the formation of performance, because organizational culture is the values and norms that apply in the organization and are accepted by all members of the organization. A good assessment of organizational culture can encourage employees to work better and ultimately improve the performance of individuals within the organization. As stated by Tiernay cited by Siswan Siddik (2015) that the better the quality of the factors contained in the organizational culture, the better the performance of the organization. Employees who understand the overall values of the organization will make these values an organizational personality. These values and beliefs will be manifested into their daily behavior at work, so that it will become individual performance.

The phenomenon based on the author's observation of the work culture at the Toba Regency Transportation Agency office shows that the organizational culture is still weak, especially in terms of the use of working time. There are employees who have not been able to work professionally, such as employees who are late for apples, hang out in stalls around the office during working hours and leave the office before working hours are over and return in the afternoon for attendance to go home. This problem can directly impact employee performance which decreases if no strict sanctions are given. The existing organizational culture will function effectively if employees can apply organizational culture as a habit in carrying out tasks with full responsibility. Employee organizational culture in improving performance on an ongoing basis to consistently carry out duties and responsibilities in accordance with existing provisions and regulations is expected to continue to develop potential, especially about various programs in the Toba Regency Transportation Office, so that employees are expected not only to have good performance, but can perform professionally.

From the perspective of human resource management and organizational behavior theory, work motivation is one of the important variables that can contribute to improving individual and organizational performance. Therefore, work motivation is an important parameter of the effectiveness of human resource management and organizational behavior (Ivan Cevich, 2010). The phenomenon of employees at the Toba Regency Transportation Agency office is indicated to have low work motivation. This can be seen from the attitude of employees who tend to procrastinate work and carry out activities that have nothing to do with the main work, another thing is also seen from employees who do nothing at all or are idle. So that when the boss asks for work results, employees have to do it in a hurry. This shows the lack of responsibility of employees towards their main duties. In addition, the lack of opportunities for advancement given by the agency to employees is seen from employees who have good performance such as employees who complete work on time and even faster than the specified time are not given the opportunity to advance to a better position. Another phenomenon that results in low employee motivation is the lack of facilities provided by the office such as computers, this certainly hinders employee work. Some employees end up bringing their personal laptops to the office to work.

In the organization is inseparable from the leader. The word leader is usually closely related to a superior or guide, and is responsible for the activities and goals of the organization formed. The leader is also the manager of human resources in the organization. Every leader in a work organization always needs a number of employees as his assistants in carrying out the tasks that become the volume and workload of their respective units. This has the consequence that every leader is obliged to pay serious attention to fostering, mobilizing and directing all the potential of employees in their environment in order to realize the volume and workload directed at the goal.

The phenomenon based on interviews with the head of the staffing sector at the Toba Regency Transportation Office is that supervision is not optimal because there are still violations of discipline that are still committed by employees. This is because leaders such as the Head of Service and Head of Division conduct supervision but not fully maximally control the activities of their employees while working because these leaders must carry out their main duties and functions in addition to fully supervising and handing over the function of supervising their employees to the person appointed to carry out that responsibility.

Another phenomenon that occurs is the number of studies on the performance of government employees that find different research results (research gap). According to Nur, Nurmayanti, & Tatminingsih, (2020) organizational culture affects employee performance, because organizations dare to make decisions in their work even though they contain risks, for example, when there are efforts to accelerate budget absorption, they dare to make decisions, namely changing the budget disbursement mechanism which was originally through the Cash Encumbrance mechanism for Inventory Money (GU) then changed to the Direct Encumbrance Cash Expenditure mechanism (LS). Of course, this policy is carried out after coordination and reports to direct superiors. the application of a good organizational culture such as employee aggressiveness in completing tasks, being innovative and taking risks can improve organizational performance, (Sagita et al., 2018). In contrast to Girsang's research, (2019) which found that organizational culture does not affect employee performance due to employees who do not care about the values that exist in the organization so that organizational culture does not guide employees in doing work. It can be concluded that organizational culture can improve employee performance if an employee has values or principles in taking responsibility for his work, besides that the organization also needs to emphasize organizational values such as the vision and mission of the organization that must be closely held by employees.

Hamid & Kurniawati, (2020) found that leadership style affects employee performance, where education, skills and talents possessed by leaders can improve employee performance. Meanwhile, Setiyono, (2017) found that leadership style has no effect on employee performance where employees do not feel leaders who take initiative and play a role in paying attention to the importance of costs and maintaining good communication so that it affects the quality of employee performance. It can be concluded that a leader can determine the high and low performance of an employee. Capability as a leader certainly has a very broad space in his leadership. His skills in dealing with each employee, his skills in making decisions, his skills in socializing, because the leader is able to unite all the characters of his employees to achieve organizational goals.

Sugito Efendi et al, (2014) found that Employee Motivation affects employee performance, where employees get decent needs, feel safe in doing work, have close relationships with all employees, want to always get awards, like to carry out challenging tasks, desire to get awards in the form of praise from superiors and opportunities to develop themselves through various education and training that can support careers in employees. Meanwhile, the results of research by Syahidin, et al (2022) show that work motivation has no significant effect on employee performance (P-Value 0.111), which means that increasing Work Motivation will not improve Employee Performance at the Transportation Office of Central Aceh Regency and Bener Meriah Regency.

In this study, the authors used the theoretical reference proposed by Locke (1968) as the main theory (grand theory), namely Goal-Setting Theory which emphasizes the importance of the relationship between the goals set and the performance produced by employees. The basic concept is that an employee who is able to understand the goals expected by the organization, then this understanding will affect his work behavior. Goal-Setting Theory suggests that an individual is committed to the goals set by the organization (Robbins, 2008). The achievement of the goals (objectives) set can be seen as the goal or level of performance that the individual wants to achieve. Overall, intention in relation to the goals set, is a strong motivation in realizing its performance. Individuals must have skills, have goals and receive feedback to assess their performance. Furthermore, to strengthen the grand theory, the middle theory used is based on the opinion of Kasmir (2016: 189) that factors that can affect performance are leadership style, organizational culture and motivation which are closely related, trying to improve their performance.

Here researchers can conclude that to improve employee performance, an organization needs to understand indicators such as organizational culture, leadership style, work motivation and others. Based on the explanations above, the researcher is interested in conducting a study entitled "The Effect of Organizational Culture and Leadership Style on Employee Performance with Work Motivation as an Intervening Variable (Study on Employees of the Toba Regency Transportation Office).

**2. MATERIALS & METHODS:**

**HYPOTHESIS TEST**

The t test, used to determine the effect of several independent variables on the dependent variable partially.

Hypothesis testing criteria according to Santoso (2016), namely:

- a. If  $t_{count} < t_{table}$  at  $\alpha = 0.05$ , then  $H_0$  is accepted.
- b. If  $t_{count} > t_{table}$  at  $\alpha = 0.05$ , then  $H_0$  is rejected ( $H_a$  is accepted).

**TESTING THE COEFFICIENT OF DETERMINATION (R2)**

Used to measure how far the model's ability to explain the variation in the dependent variable. The coefficient of determination ranges from zero to one. A smaller R2 value close to zero indicates that the ability of the independent variables to explain the dependent variable is very limited, if R2 is greater close to 1 indicates that the independent variables provide almost all the information needed to predict variations in the dependent variable.

**PATH ANALYSIS**

Mediation or intervening is an intermediate variable that functions to mediate the relationship between the independent variable and the dependent variable. To test the effect of intervening variables, the path analysis method is used. Path analysis is an extension of multiple linear regression analysis, the purpose of path analysis is to explain the direct and indirect effects of several variables as causal variables, on several other variables as effect variables and path analysis cannot be used to confirm or reject hypotheses (RachayyP, 2007: 142).

**3. RESULT:**

**Hypothesis Test of Sub Model I**

Table 1.3 Sub Model I t Test Results

		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	25.755	4.568		5.638	.000
	X1	.272	.080	.408	3.405	.001
	X2	.066	.074	.106	.889	.378

a. Dependent Variable: Z

In the table, the t statistical test is obtained as follows:

1. Organizational Culture Variable (X1), with a probability level of 0.001. Thus it can be concluded that  $P = 0.001 < \alpha = 0.05$ , then accept the hypothesis that the Organizational Culture variable has a significant effect on Work Motivation.
2. Leadership Style Variable (X2), with a probability level of 0.378. Thus it can be concluded that  $P = 0.000 > \alpha = 0.05$ , then reject the hypothesis which states that the leadership style variable has a significant effect on Work Motivation.

Table 1.4 Test Results of the Coefficient of Determination (R2) Sub Model I

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.438 <sup>a</sup>	.192	.164	2.065

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Z

Based on the following table, it is known that  $R = 0.438$ , which means that the relationship between organizational culture and leadership style simultaneously on motivation is 43.8%. when referring to the interpretation of the level of relationship closeness according to (Sugiyono, 2017), the level of closeness of this relationship is moderate, because it is in the interval 0.40 - 0.599. The result of the calculation of the R Square value is 0.192. This result means that 19.2 percent of work motivation can be explained by the two independent variables above, while the remaining 80.8 percent is explained by other variables not included in this study.

**Path Analysis Sub Model I**

$$Z = 0,408 X1 + 0,106 X2$$

The analysis equation model means :

1. Organizational Culture Variable (X1) = 0.408 The organizational culture variable with a positive sign means that it has a unidirectional influence, which means that each addition or increase in the value of one unit score of the organizational culture variable will increase the value of the work motivation variable by 0.408 per one unit score.
2. Leadership Style Variable (X2) = 0.106. The leadership style variable with a positive sign means that it has a unidirectional influence, which means that each addition or increase in the value of one unit score of the leadership style variable will increase the value of the work motivation variable by 0.106 per one unit score.

Hypothesis Test of Sub Model II

Table 1.5 Sub Model II T Test Results  
Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-8.956	3.994		-2.242	.029
	X1	.226	.061	.251	3.683	.001
	X2	-.003	.053	-.004	-.061	.952
	Z	1.016	.092	.751	11.009	.000

a. Dependent Variable: Y

In the table, the t statistical test is obtained as follows:

1. Organizational Culture Variable (X1), with a probability level of 0.001. Thus it can be concluded that  $P = 0.001 < \alpha = 0.05$ , then accept the hypothesis that the Organizational Culture variable has a significant effect on Employee Performance.
2. Leadership Style Variable (X2), with a probability level of 0.952. Thus it can be concluded that  $P = 0.000 > \alpha = 0.05$ , then reject the hypothesis which states that the leadership style variable has a significant effect on Work Motivation.
3. Work Motivation variable (Z), with a probability level of 0.000. Thus it can be concluded that  $P = 0.000 < \alpha = 0.05$ , then accept the hypothesis which states that the Work Motivation variable has a significant effect on Employee Performance.

Thus the path analysis equation can be arranged as follows:

$$Y = 0.251 X1 - 0.004 X2 + 0.751Z$$

The analysis equation model is meaningful:

1. Organizational Culture Variable (X1) = 0.251. The organizational culture variable with a positive sign means that it has a unidirectional effect, which means that each addition or increase in the value of one unit score of the organizational culture variable will increase the value of the performance variable by 0.251 per one unit score.
2. Leadership Style Variable (X2) = -0.004. The leadership style variable with a negative sign means that it does not have a unidirectional effect, which means that each addition or increase in the value of one unit score of the leadership style variable will not increase the value of the employee performance variable.
3. Work Motivation Variable (Z) = 0.751. The positive work motivation variable means that it has a unidirectional effect, which means that each addition or increase in the value of one unit score of the work motivation variable will increase the value of the performance variable by 0.751 per one unit score.

Table 1.6 Test Results of the Coefficient of Determination (R2) Sub Model II  
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.886 <sup>a</sup>	.786	.775	1.451

a. Predictors: (Constant), Z, X2, X1

b. Dependent Variable: Y

Based on the following table, it is known that  $R = 0.886$ , which means that the relationship between organizational culture, leadership style and motivation simultaneously on performance is 88.6%. When referring to the interpretation of the level of relationship closeness according to (Sugiyono, 2017), the level of closeness of this

relationship is very strong, because it is in the interval 0.80- 0.1000. The result of the calculation of the R Square value is 0.786. This result means that 78.6 percent of performance can be explained by the three independent variables above, while the remaining 21.4 percent is explained by other variables not included in this study. These other variables include career path, work environment, workload, individual ability, facilities and infrastructure.

### Path Analysis of Sub Model II

The results show that indirectly the Organizational Culture variable (X1) through Work Motivation (Z) has a significant effect on Performance (Y). The analysis results show that the direct effect of Leadership Style (X2) on Performance (Y) is -0.004. While the indirect effect of Leadership Style (X2) on Performance (Y) through Work Motivation (Z), namely  $0.106 \times 0.751 = 0.079$ . Then the total effect given by the Leadership Style (X2) variable on Performance (Y) is the direct effect plus the indirect effect, namely  $-0.004 + 0.079 = 0.075$ . Based on the results of the above calculations, it can be seen that the direct effect value is -0.004 and the indirect effect is 0.079, which means that the indirect effect value is greater than the direct effect value. These results indicate that indirectly the variable Leadership Style (X2) through Work Motivation (Z) has a significant effect on Performance (Y).

Tabel 1.7 Nilai Pengaruh Total

Numbers	Effect	Direct Effect	Indirect EFFECT	TOTAL EFFECT
1	X1 → Y	0,251	$0.408 \times 0.751 = 0,306$	0,557
2	X2 → Y	-0,004	$0.106 \times 0.751 = 0.079$	0.075

### Discussion of Research Results

#### H1: Organizational Culture has a positive and significant effect on Employee Performance through Work Motivation as an intervening variable.

Based on the results of the sobel test calculation, it is known that the t value is 5.175, so that the calculated t value is  $5.175 > t$  table 1.671, it can be concluded that the work motivation variable is able to mediate the relationship between the influence of organizational culture on performance. And based on path analysis, it is known that the effect of organizational culture (X1) on performance (Y) of Toba Regency Transportation Department employees is 55.7%, which consists of a direct effect of 25.1% and an indirect effect of Supervision (X1) on performance (Y) through job satisfaction (Z) of 30.6%. The results of this calculation show that the indirect effect of organizational culture (X1) on performance (Y) is greater than the direct effect. Thus it can be said that organizational culture is effective in improving performance through work motivation, in other words, it can be asserted that organizational culture (X1) has an influence if there is an increase in work motivation (Z) which results in increased performance (Y) of employees in carrying out their work.

Thus this study supports the research of Tiya Astamega (2020) and Evi Wahyuni (2015) empirically proving that there is a positive and significant influence of organizational culture on employee performance through work motivation as an intervening variable. These results indicate that organizational culture variables that can create comfort at work can support employees in completing their tasks properly and efficiently. Employees who are motivated by a healthy and safe work environment and a harmonious relationship between leaders and employees, or between fellow employees can increase one's productivity at work.

#### H2: Leadership style has a positive and significant effect on employee performance through work motivation as an intervening variable.

Based on the results of the sobel test calculation, it is known that the t value is 1.946, so that the calculated t value is  $1.946 > t$  table 1.671, it can be concluded that the work motivation variable is able to mediate the relationship between the influence of leadership style on performance. And based on path analysis, it is known that the effect of organizational culture (X2) on performance (Y) of Toba Regency Transportation Department employees is 7.5%, which consists of a direct effect of -0.7% and an indirect effect of leadership style (X2) on performance (Y) through work motivation (Z) of 7.9%. The results of this calculation show that the indirect effect of leadership style (X2) on performance (Y) is greater than the direct effect. Thus it can be said that leadership style is effective in improving performance through work motivation, in other words, it can be emphasized that leadership style (X2) has an influence if there is an increase in work motivation (Z) which results in an increase in employee performance (Y) in carrying out their work.

Thus this study supports the research of Istiqomah (2018) and Evi Wahyuni (2015) empirically proving that there is a positive and significant effect of leadership style on employee performance through work motivation as an intervening variable. The direction of this positive relationship shows that if a good leadership style is supported

by high work motivation, it will affect performance in an organization.

### **H3: Organizational Culture has a positive and significant effect on Work Motivation**

Organizational culture variables have a positive and significant effect on work motivation at the Toba Regency Transportation Office. The organizational culture variable has a regression coefficient value of 0.408 and has a unidirectional effect, which means that each addition or increase in the value of one unit score of the organizational culture variable will increase the work motivation value of the Labuhan Batu Regency Education Office employees by 0.408 per one unit score. Based on the results of testing the third hypothesis, it is known that organizational culture has a significant influence on job satisfaction at the Toba Regency Transportation Office.

Thus this research supports research conducted by Dhevy Anggi (2022), Indirawati (2022), Ida Ayu (2017) empirically proving that organizational culture significantly affects employee work motivation. If an employee sees that the values and meaning system are valuable and therefore something is done, it will be the reason behind an employee's behavior. This behavioral support will be the basis for employees to be able to do a job well. A conducive and pleasant organizational culture will be a force capable of directing employee behavior towards achieving performance for the achievement of organizational goals.

### **H4: Leadership style has a positive and significant effect on Work Motivation**

The leadership style variable has a probability level of 0.378. Thus it can be concluded that  $P = 0.000 > \alpha = 0.05$ , which means that it has no significant effect. The Leadership Style variable has a regression coefficient value of 0.106 has a unidirectional effect, which means that each addition or increase in the value of one unit score of the leadership style variable will increase the value of work motivation by 0.106 per one unit score. Thus it can be concluded that the leadership style variable has a positive but insignificant effect on motivation at the Toba Regency Transportation Office.

Thus this study supports the results of research conducted by Mahardhika (2019) with findings showing that leadership style has a positive and insignificant effect on work motivation. This is because the empirical research data does not support this hypothesis.

### **H5: Work Motivation has a positive and significant effect on Employee Performance**

Work motivation variables have a positive and significant effect on performance motivation at the Toba Regency Transportation Office. The work motivation variable has a regression coefficient value of 0.751 and has a unidirectional effect, which means that each addition or increase in the value of one unit score of the work motivation variable will increase the value of employee performance at the Toba Regency Transportation Office by 0.751 per one unit score.

This is in line with research conducted by Ulfa Fadhillah (2021) and Sugito Efendii, et al (2019), namely work motivation has a positive and significant effect on employee performance. If employees get decent needs, feel safe in doing work, have close relationships with all employees, want to always get awards, like to carry out challenging tasks, there is a desire to get rewards in the form of praise from superiors and opportunities to develop themselves through various education and training that can support careers in employees.

### **H6: Organizational Culture and Leadership Style simultaneously have a positive and significant effect on Employee Performance through Work Motivation as an intervening variable.**

From the results of hypothesis testing in table 4.24 shows a significant value of F of 0.000, at  $\alpha = 0.05$ . The significance value of F is smaller than 0.05 so that the decision  $H_0$  is rejected and  $H_a$  is accepted, which means that organizational culture, leadership style and work motivation simultaneously have a significant effect on employee performance. This means that there is a simultaneous significant effect of Organizational Culture and Leadership Style on Employee Performance through Work Motivation as an intervening variable at the Toba Regency Transportation Office.

If the organization fosters and develops organizational cultural values as a reference for thinking and working together, it can create a conducive organizational atmosphere. The better the organizational culture, the higher the level of work motivation of its employees. Supported by a leader who has a leadership style that is in favor of all aspects, it will make organizational members who are able to work and develop their main duties, functions and responsibilities wholeheartedly, effectively and efficiently. The success of leadership is influenced by communication, motivating and coordinating the organization in order to achieve goals. Leadership must be able to create confidence and support subordinates to act correctly. This will improve employee performance which allows the achievement of organizational goals.

## **4. CONCLUSION:**

There is a positive and significant indirect effect between organizational culture variables on employee



performance through work motivation as an intervening variable at the Toba Regency Transportation Office. There is a positive and significant indirect effect between leadership style variables on employee performance through work motivation as an intervening variable at the Toba Regency Transportation Office. There is a positive and significant direct influence between organizational culture variables on employee work motivation at the Toba Regency Transportation Office. There is a positive but insignificant direct influence between leadership style on employee work motivation at the Toba Regency Transportation Office. There is a positive and significant direct influence between work motivation on employee performance at the Toba Regency Transportation Office. There is a simultaneous positive and significant indirect effect between leadership style variables on employee performance through work motivation as an intervening variable at the Toba Regency Transportation Office.

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