

THE INFLUENCE OF LEADERSHIP AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL CULTURE AS A MODERATING VARIABLE AT THE HIGH TEBING CITY LAND OFFICE

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ABSTRACT

This research is motivated by an effort to see how employee performance will greatly encourage the company in achieving its goals, as well as things that affect the level of employee performance itself. This study aims to determine the effect of leadership and motivation on employee performance through organizational culture as a moderating variable at the Tebing Tinggi city land office. The data collection method is done through questionnaires using a Likert scale. The sample taken was 65 employees. Data processed with SPSS, analyzed by multiple regression. The partial test results obtained the t value of $2.463 > t$ table of 2.001 and the significance value of the leadership variable on employee performance is 0.017 ($p < 0.05$), then leadership has a positive and significant effect on employee performance at the Tebing Tinggi City Land Office. The partial test results obtained the t value of $4.685 > t$ table of 2.001 and the significance value of the motivation variable on employee performance is 0.000 ($p < 0.05$), then motivation has a positive and significant effect on employee performance at the Tebing Tinggi City Land Office. The results of simultaneous testing obtained an F value of 18,158 $> F$ table of 3.15 and a significance value of 0.000 ($p < 0.05$), leadership and motivation have a positive and significant effect on employee performance at the Tebing Tinggi City Land Office. It is known that the adjusted R square value is 0.360 and it can be concluded that leadership and motivation are able to explain employee performance at the Tebing Tinggi City Land Office by 36%. While 64% is explained by other independent variables that are not included in this study.

Keyword : Leadership, Motivation, Organizational Culture, Employee Performance

1. INTRODUCTION

Advancing public welfare is one of the objectives of the Unitary State of the Republic of Indonesia (NKRI) which is clearly stated in the fourth paragraph of the Preamble of the Constitution (UUD) 1045. The presence of the state to realize the general welfare, one of which is through public services in the form of Tebing Tinggi City Land which is carried out by a body or agency formed by the state in accordance with its duties, principal and function which are regulated by the rules and regulations applicable in the Unitary Republic of Indonesia (NKRI).

Land of Tebing Tinggi City is part of public service which is an activity or series of activities in order to

fulfill service needs in accordance with laws and regulations for every citizen and resident for goods, services or administrative services provided by public service providers, namely every State organizing agency, corporation, independent institution established by law for public service activities, and other legal entities established solely for public service activities. These activities are carried out by officials, employees, officers, and everyone who works in the organizing organization in charge of carrying out an action or series of public service actions.

Employee performance is very important for the organization because high performance can certainly reduce the number of absenteeism or not working because of laziness, with high performance from laborers and employees, the work given or assigned to them will be completed in a shorter or faster time, with high work performance the organization benefits from the angle of the small number of damages due to the more dissatisfied at work, High employee performance automatically makes employees feel happy to work so that it is less likely that employees will move to work elsewhere, high work performance can reduce the number of accidents because employees who have high performance tend to work carefully and thoroughly so that they work according to existing procedures.

Based on a survey conducted at the Tebing Tinggi City Land Office, there was a decrease in employee performance. which tends to result in the quality of employee work decreasing so that it provides services that disappoint the community. In addition, the reports that employees work on are not in accordance with the procedures set by the company for employees. It is intended that employees can work optimally and optimally. Then, the decline in employee performance can also be seen from the reporting of many employees who are completed not on time and the results of many unsatisfactory performance appraisals. In addition, employee performance can be seen based on performance appraisals using SKP (Employee Work Objectives) which are always made in 2 semesters a year.

In the employee performance target (SKP) there are several criteria that are assessed regarding work behavior such as service orientation, integrity, commitment, discipline, cooperation and leadership. This shows that employee performance has decreased. One of the factors that is thought to influence the decline in employee performance is leadership. Leadership is one of the factors that influence employee performance. The behavior and capacity required by a leader to lead each group is relatively different, although not always different in purpose. It depends on where the position is, what the main task is, and what basic concepts are adopted. A person, whether he is in the position of manager, commander, or any other designation is different.

Based on the background of the problems that occur in the company, the researcher is interested in conducting research at this company with the title "The Effect of Leadership and Motivation on Employee Performance Through Organizational Culture as a Moderating Variable at the Tebing Tinggi City Land Office".

2. RESEARCH METHODOLOGY

Multiple Regression Analysis

$$Y = \alpha + \beta_1 X_1 + X_2 + e$$

To test the moderating variable in influencing the independent variable (X) on the dependent variable (Y), the moderator puree is used. The second regression equation used is as follows.

$$Z = \alpha + \beta_1 X_1 + X_2 + e$$

Keterangan:

- Y = Performance
- Z = Organizational Culture
- β_1 = Leadership
- β_2 = Motivation
- α = Constanta
- β_1 = Regression Coefficient (X_1, X_2)

e = Standard Error

Interaction Test (Moderated Regression Analysis / MRA)

The interaction test or often called Moderated Regression Analysis (MRA) is a special application of linear multiple regression where the regression equation contains an element of interaction (multiplication of two or more independent variables) which aims to determine whether the moderating variable will strengthen or weaken the relationship between the independent variable and the dependent variable. (Ghozali, 2018). Moderated Regression Analysis (MRA) in this study is used to test the pure moderator which is done by regressing the interaction, but the moderator variable does not function as an independent variable (Ghozali, 2018). Moderated Regression Analysis (MRA) is used to determine whether organizational culture variables can strengthen or weaken the relationship between leadership and work motivation on employee performance. The moderating hypothesis is accepted if the moderating variable of organizational culture (organizational culture * leadership), the moderating variable of organizational culture (organizational culture * work motivation).

3. RESULTS AND DISCUSSION
RESULTS

Table 1.1 Multiple Linear Regression Analysis Results

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	2.037	3.660		.557	.580
	Leadership	.252	.102	.261	2.463	.017
	Motivation	.590	.126	.496	4.685	.000

a. Dependent Variable: Performance
Source: Data processed, 2023

From the test results, the research model can be arranged with the regression equation as follows:

$$Y = 2,037 + 0,252 X1 + 0,590 X2$$

The multiple regression equation model is meaningful:

1. The constant value is 2.037 which means that if the leadership and motivation variables are equal to zero, then employee performance is 2.037.
2. The leadership regression coefficient value of 0.252 indicates that if leadership increases by 100%, it will increase employee performance by 25.2%. The magnitude of the influence of leadership on employee performance is 25.2% (the result of multiplying the Beta and Zero-order values), which means that the contribution of leadership to employee performance is 25.2% as a result of indicators of leadership variables (X1) and beyond that it is likely to be influenced by variables not included in this study. This can be seen from the standardized coefficients value.
3. The regression coefficient value $X2 = 0.590$ shows that if motivation increases by 100%, it will increase employee performance by 59%. The magnitude of the effect of motivation on employee performance is 59% (the result of multiplying the Beta and Zero-order values), which means that the contribution of motivation to employee performance is 59% as a result of indicators of the motivation variable (X2) and beyond that it is likely to be influenced by variables not included in this study. This can be seen from the value of standardized coefficients Furthermore, when viewed from the significance value, it can be interpreted that service quality (0.000) and public trust (0.000) have a significant influence on public satisfaction. ($p < 0,05$).

Coefficient of Determination

Table 1.2 Results of the Coefficient of Determination

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
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1	.617 ^a	.381	.360	6.30345
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a. Predictors: (Constant), Motivation, Leadership

b. Dependent Variable: Performance

Source: Data processed, 2023

It is known that the adjusted R square value is 0.360 and it can be concluded that leadership and motivation are able to explain employee performance at the Tebing Tinggi City Land Office by 36%. While 64% is explained by other independent variables that are not included in this study.

Table 1.3 Results of the Coefficient of Determination

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.655 ^a	.429	.400	6.10392

a. Predictors: (Constant), Organizational Culture, Leadership, Motivation

b. Dependent Variable: Performance

Source: Data processed, 2023

It is known that the adjusted R square value is 0.40 and it can be concluded that organizational culture can moderate the effect of leadership and motivation on employee performance at the Tebing Tinggi City Land Office by 40%. While 60% is explained by other independent variables that are not included in this study.

Interaction Test (Moderated Regression Analysis / MRA)

Table 1.4 Moderation Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.267	3.845		.330	.743
	Organizational Culture → Leadership*Performance	.229	.099	.238	2.307	.025
	Organizational Culture → Motivation*Performance	.477	.132	.401	3.607	.001
	Organizational Culture	.207	.093	.243	2.218	.030

Source: Data processed, 2023

The results of the moderation test can be interpreted as follows:

1. It is known that the t count is 2.307 > t table of 2.002 and the significance value is 0.025 (p < 0.05), it can be concluded that the hypothesis is accepted, which means that organizational culture can moderate the effect of leadership on employee performance at the Tebing Tinggi City Land Office.
2. It is known that the t count is 3.607 > t table of 2.002 and a significance value of 0.001 (p < 0.05), it can be concluded that the hypothesis is accepted, which means that organizational culture can moderate the effect of motivation on employee performance at the Tebing Tinggi City Land Office.

DISCUSSION

The Effect of Leadership on Employee Performance at the Tebing Tinggi City Land Office

It is known that the t count is 2.463 > t table of 2.001 and the significance value of the leadership variable on employee performance is 0.017 (p < 0.05), it can be concluded that the hypothesis is accepted, which means that leadership has a positive and significant effect on employee performance at the Tebing Tinggi City Land Office. These results are in line with the research of Apriyani, et al (2020) which states that leadership has a positive and significant effect on employee performance. Task-oriented leaders tend to perform best in group situations that are very favorable or unfavorable though, relationship-oriented leaders

tend to perform best in situations that are quite favorable. According to Wahjono (2019), the most effective leaders have mutually supportive relationships with their employees, tend to depend on group rather than individual decision making and encourage employees to determine and achieve high work performance goals. A leader is someone who has the ability to influence subordinates in relation to the tasks that must be carried out. Leadership in several departments of the Tebing Tinggi City Land Office is not good which is allegedly due to the lack of encouragement to employees who have low performance, leaders who are too emotional when employees experience work errors.

The Effect of Motivation on Employee Performance at the Tebing Tinggi City Land Office

It is known that the t count is $4.685 > t$ table of 2.001 and the significance value of the motivation variable on employee performance is 0.000 ($p < 0.05$), it can be concluded that the hypothesis is accepted, which means that motivation has a positive and significant effect on employee performance at the Tebing Tinggi City Land Office. These results are in line with the research of Nugrahaningsi and Kusnaedi (2019) which states that motivation has a positive and significant effect on employee performance. According to Hamali (2016), motivation can be said to be a potential force within a human being, which can be developed by a number of external forces which essentially revolve around monetary rewards and non-monetary rewards, which can affect the conditions faced by the person concerned. In carrying out a job, an employee must have motivation so that it can provide encouragement so that employees can work hard and can provide employee performance. The work motivation received by employees is still relatively low where it tends to be minimal in providing rewards to employees, benefits that do not satisfy employees in carrying out their duties and responsibilities. This triggers a decrease in employee performance.

The Effect of Leadership and Motivation on Employee Performance at the Tebing Tinggi City Land Office

It is known that the F value is $18,158 > F$ table of 3.15 and a significance value of 0.000 ($p < 0.05$), it can be concluded that the hypothesis is accepted, which means that leadership and motivation have a positive and significant effect on employee performance at the Tebing Tinggi City Land Office. These results are in line with Tafsir's research (2018) which states that leadership and motivation have a positive and significant effect on employee performance. It is known that the adjusted R square value is 0.360 and it can be concluded that leadership and motivation are able to explain employee performance at the Tebing Tinggi City Land Office by 36%. While 64% is explained by other independent variables not included in this study.

Organizational culture can moderate the relationship between leadership and employee performance at the Tebing Tinggi City Land Office.

It is known that the t count is $2.307 > t$ table of 2.002 and a significance value of 0.025 ($p < 0.05$), it can be concluded that the hypothesis is accepted, which means that organizational culture can moderate the effect of leadership on employee performance at the Tebing Tinggi City Land Office. These results are in line with Sari's research (2019) which states that organizational culture can moderate the effect of leadership on employee performance.

Organizational culture can moderate the relationship between motivation and employee performance at the Tebing Tinggi City Land Office.

It is known that the t count is $3.607 > t$ table of 2.002 and a significance value of 0.001 ($p < 0.05$), it can be concluded that the hypothesis is accepted, which means that organizational culture can moderate the effect of motivation on employee performance at the Tebing Tinggi City Land Office. These results are in line with Sari's research (2019) which states that organizational culture can moderate the effect of leadership on employee performance. That way if the employees have implemented the organizational culture, the level of progress in employee work productivity will also develop. Weak organizational culture can be seen from the minimal level of work discipline, especially towards time discipline both related to working hours and work completion time which is always late. In addition, values and norms have not been applied properly by employees.

Organizational Culture can moderate the relationship between Leadership and Motivation affecting Employee Performance at the Tebing Tinggi City Land Office.

Given the F value of $14.550 > F$ table of 3.15 and a significance value of 0.000 ($p < 0.05$), it can be concluded that the hypothesis is accepted, which means that organizational culture can moderate the effect of leadership and motivation on employee performance at the Tebing Tinggi City Land Office. This result

is in line with Sari's research (2019) which states that organizational culture can moderate the influence of leadership on employee performance. It is known that the adjusted R square value is 0.40 and it can be concluded that organizational culture can moderate the effect of leadership and motivation on employee performance at the Tebing Tinggi City Land Office by 40%. While 60% is explained by other independent variables that are not included in this study.

4. CONCLUSIONS

The partial test results obtained the t value of 2.463 > t table of 2.001 and the significance value of the leadership variable on employee performance is 0.017 (p < 0.05), it can be concluded that the hypothesis is accepted which means that leadership has a positive and significant effect on employee performance at the Tebing Tinggi City Land Office. The partial test results obtained the t value of 4.685 > t table of 2.001 and the significance value of the motivation variable on employee performance is 0.000 (p < 0.05), it can be concluded that the hypothesis is accepted which means that motivation has a positive and significant effect on employee performance at the Tebing Tinggi City Land Office. The simultaneous test results obtained the F value of 18,158 > F table of 3.15 and a significance value of 0.000 (p < 0.05), it can be concluded that the hypothesis is accepted which means that leadership and motivation have a positive and significant effect on employee performance at the Tebing Tinggi City Land Office. It is known that the adjusted R square value is 0.360 and it can be concluded that leadership and motivation are able to explain employee performance at the Tebing Tinggi City Land Office by 36%. While 64% is explained by other independent variables that are not included in this study. It is known that the t count is 2.307 > t table of 2.002 and the significance value is 0.025 (p < 0.05), it can be concluded that the hypothesis is accepted which means that organizational culture can moderate the effect of leadership on employee performance at the Tebing Tinggi City Land Office. It is known that the t value is 3.607 > t table of 2.002 and a significance value of 0.001 (p < 0.05), it can be concluded that the hypothesis is accepted, which means that organizational culture can moderate the effect of motivation on employee performance at the Tebing Tinggi City Land Office. The simultaneous test results obtained the F value of 14,550 > F table of 3.15 and a significance value of 0.000 (p < 0.05), it can be concluded that the hypothesis is accepted which means that organizational culture can moderate the influence of leadership and motivation on employee performance at the Tebing Tinggi City Land Office. adjusted R square value of 0.40 and it can be concluded that organizational culture can moderate the influence of leadership and motivation on employee performance at the Tebing Tinggi City Land Office by 40%. While 60% is explained by other independent variables that are not included in this study.

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