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The effect of leadership, motivation and organizational culture on performance of employees in the governance section of the regional secretariat of kerinci district

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ABSTRACT

This study aims to see the effect of (1) Leadership on Employee Performance in the Administration Section of the Kerinci Regency Regional Secretariat (2) Motivation on Employee Performance in the Kerinci Regency Regional Secretariat Governance Section (3) Organizational Culture on Employee Performance in the Kerinci Regency Regional Secretariat Governance Section (4) Leadership, Motivation and Organizational Culture influence together on the Performance of the Employees of the Regional Secretariat of the Kerinci District Administration. Population and sample in this study whole There are 32 employees of the Regional Secretariat of Kerinci Regency. The results of this study indicate that (1) Leadership has a positive significant effect on the performance of the Kerinci Regency Government Administration Section Employees (2) Motivation provide a positive influence on the performance of the Kerinci Regency Government Administration Section Employees (3) Organizational culture provide a positive influence on the performance of the Kerinci Regency Government Administration Section Employees (4) Leadership, Motivation and Organizational Culture jointly have a positive effect on the performance of employees of the Regional Secretariat of Kerinci District Administration.



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Introduction

The role of Human Resources (HR), namely employees / employees as a source of labor in an organizational unit is needed to produce quality products, both products in the form of goods or products in the form of services. Employee productivity is the center of attention in an effort to improve performance which affects the efficiency and effectiveness of the organization. Therefore, employees play a very strategic role in an organization. In realizing its existence in order to achieve its goals, an organization requires effective human resource planning. (Rivai, 2013) states "Human resources in the company are a key factor for the running of the company at present and the development of the company in the future which is one of the operating factors in addition to machinery, equipment,

Performance is the result of work in quality and quantity that can be achieved by an employee in carrying out tasks in accordance with the responsibilities given to him. (Mathis and Jackson, 2010)

"Performance is basically what employees do and don't do". And according to (Mangkunegara, 2013), "performance is the result of work in quality and quantity that can be achieved by an employee in carrying out his duties in accordance with the responsibilities given to him"

The Regional Secretariat has the task of assisting the Regent in coordinating the formulation of policies, coordinating the implementation of the duties of regional apparatus, monitoring and evaluating regional policies and administrative services of regional apparatus. The Regional Secretariat in carrying out its duties has the following functions: a. preparation of the work plan of the Regional Secretariat; b. coordinating the preparation of regional policies; c. coordinating the implementation of regional apparatus tasks; d. monitoring and evaluating the implementation of regional policies; e. administrative services and apparatus development; f. secretarial services of the Regent, Deputy Regent, Expert Staff of the Regent and Regional Secretariat; and g. implementation of other duties and functions given by the Regent related to his duties and functions

Based on the initial survey at the research site, it was found that there was a tendency to decrease employee performance. The following is a table of performance achievements of programs/activities based on the budget carried out by employees in the following areas:

Table 1 <Performance Report Based on the Budget Section of the Regional Secretariat of Kerinci Regency>

No	Indicator	Budget(Rp)	Realization(Rp)	Financial Realization(%)	Target (%)
1	Program for improving and developing regional financial and wealthmanagement	51,482,250	45,999,975	89.35	100
2	Improvement Program for Performance and Financial Performance Reporting System Development Internal Monitoring System Improvement	112,086,535	90,780,375	80.99	100
3	Program and Control of KDHPolicy Implementation	321,506,200	292,366,836	90.94	100
4	Regional Development Planning Program	935,349,625	884,145,980	94.53	100
5	Government Administration Improvement Program	1,034,618,530	788,375,309	76.20	100
Average				86.40	100

Source: Performance of the Regional Secretariat of Kerinci District Administration

Based on table 1 above, it can be seen that the performance report from the 2021 budget can be seen to have decreased. This can be seen from the 5 indicators of the agency's budget program where the target is 100% but on average only 86.40% of the budget is realized at the Kerinci Secretariat. This can certainly be seen from the problems that exist in the performance of employees in the Governance Section of the Regional Secretariat of Kerinci Regency. The

decline was marked by leadership in carrying out tasks, employee motivation, and organizational culture in the Governance Section of the Kerinci District Secretariat.

Based on previous data and research regarding leadership, organizational culture and motivation and performance that has not been optimal in the Governance Section of the Regional Secretariat of Kerinci Regency, the authors are interested in conducting research to raise the issue of leadership, organizational culture, motivation on employee performance with the title: "The Influence of Leadership, Motivation and Organizational Culture on Employee Performance in the Governance Section of the Regional Secretariat of Kerinci Regency".

Method

The population and sample in a study have a central and decisive role (Muri A., 2015). The population is the whole of the object of study that provides an accurate picture of the research. According to Hamid (2015) population is the total number of objects or subjects that are used as data sources in a study that have the same nature or characteristics. Thus, the population in this study were all employees in the Regional Secretariat of Kerinci Regency, which amounted to 32 people.

The technique in taking this sample uses a total sampling technique (whole sample), total sampling is a sampling technique where the number of samples is the same as the population (Sugiyono, 2017). The reason for taking total sampling is because according to (Sugiyono, 2017) the number of populations that are less than 100 the entire population is used as a research sample

Hypothesis testing in this study used multiple regression analysis. Multiple regression analysis aims to determine the causal relationship between the influencing variables and the affected variables. With multiple regression equation model as follows:

Results and Discussions

Normality test

This normality test is used by the author to test the normality of the regression model. The test is carried out using the method kolmogorov-smirnov test to each variable. The regression model is normally distributed if the value of the Kolmogorov-Smirnov sign of each variable is greater than $= 0.05$. The results of the normality test can be seen in table 2.

From Table 4.13 above which is a normality test, it can be seen that in the regression model, the confounding or residual variables have a normal distribution. This can be seen from the results of the sig value of the performance variable (Y) is $0.566 > 0.05$ The leadership variable (X1) is $0.378 > 0.05$; motivation variable (X2) is $0.146 > 0.05$; organizational culture variable (X3) is $0.241 > 0.05$. So it can be concluded that for the variables of performance, leadership, motivation, and organizational culture of employees in the Governance Section of the Regional Secretariat of Kerinci Regency, the distribution is normal.

Table 2 <Normality Test Results>

		One-Sample Kolmogorov-Smirnov Test			
		Performance	Leadership	Motivation	Organizational culture
N		32	32	32	32
Normal	mean	42.5000	44.3710	44.3548	50.4032
Parameters	Std. Deviation	3.23784	2.98759	2.45014	2.42568
Most Extreme	Absolute	.100	.116	.145	.131
Differences	Positive	.052	.080	.145	.131
	negative	-.100	-.116	-.120	-.088
Kolmogorov-Smirnov Z		.787	.911	1.144	1.028
asympt. Sig. (2-tailed)		.566	.378	.146	.241

a. Test distribution is Normal.

Source: SPSS output results, 2021.

Multicollinearity Test

Multicollinearity test aims to test whether the regression model found a correlation between the independent variables (independent). A good regression model should not have a correlation between the independent variables if the independent variables are correlated then these variables are not orthogonal.

Orthogonal variables are independent variables whose correlation value between independent variables = 0 (Ghozali, 2011). Multicollinearity can be seen from tolerance and Variance Inflation Factor (VIF), can be seen in table 3.

Table 3 Multicollinearity Test Results

Coefficients ^a		Collinearity Statistics	
Model		Tolerance	VIF
1	Leadership	0.942	1.061
	Motivation	0.934	1.071
	Organizational culture	0.972	1.029

a. Dependent Variable: Performance

Source: SPSS output results, 2021

Based on the multicollinearity test in the table above, it can be seen that there is no relationship between the independent variables.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in a regression model there is an inequality of variance from the residuals from one observation to another observation. If the variance from the residual of one observation to another observation is constant, then it is called a homokedastability and if different it is called heteroscedasticity. Detecting the presence of heteroscedasticity in this study used the Plott Graph (Scatter Plot) test. This test, if there is no clear pattern, such as points spread above and below the number 0 (zero) on the Y axis, then there is no heteroscedasticity. The test results can be seen in Figure 1.

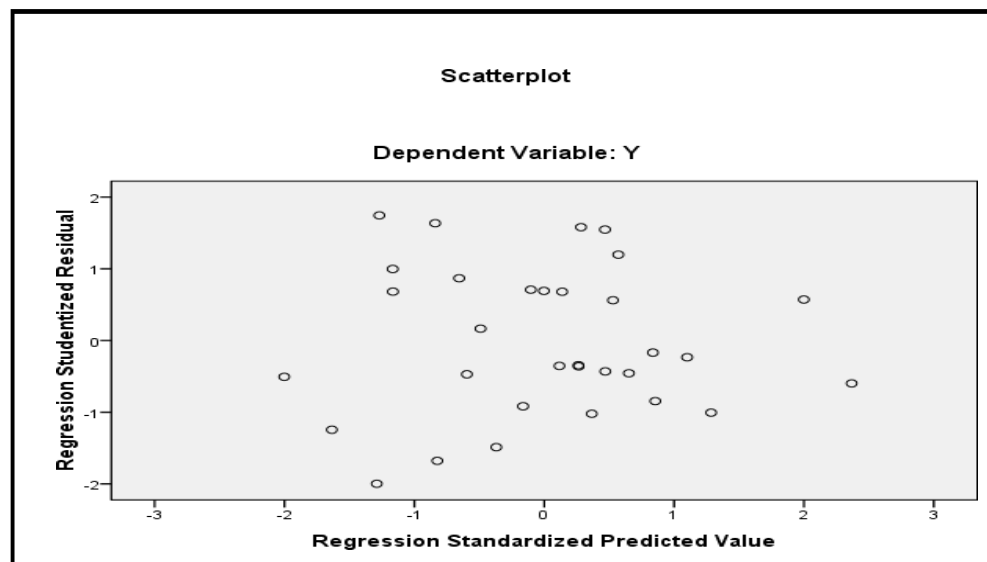


Figure 1 <Heteroscedasticity Test Results>

In Figure 1 it can be seen that there is no clear pattern and the points spread above and below the number 0 on the Y axis. The spread of data points does not form a wavy pattern that widens then narrows and widens again. The distribution of data points is also not patterned, so this shows that the data in this study does not occur heteroscedasticity.

Multiple Linear Regression Analysis

In testing the hypothesis of this study, multiple linear regression was used, which aims to determine how much influence several independent variables have on the dependent variable. Multiple regression analysis was performed by comparing tcountwith ttable and sig value with = 0.05. In detail the results of multiple regression testing can be seen in Table 4.

Table 4 <Multiple Regression Equation>

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	40,535	10,293		3.938	.005
	Leadership	.198	.058	.182	3.382	.013
	Motivation	.210	.069	.068	3.015	.021
	Organizational culture	.156	.036	.042	4.321	.000

a. Dependent Variable:
Performance

Source: SPSS Output Results (in 2020)

Based on Table 4, the estimation model can be analyzed as follows: $Y = 40,535 + 0.198 (X1) + 0.210 (X2) + 0.156 (X3)$. Based on the above equation it can be explained that:

1. From the above equation it can be seen that there is a constant value of 40,535 which means that if leadership, motivation, and organizational culture are zero, then the value of the performance variable is at 40,535. this means that the variables of leadership, motivation, and organizational culture contribute to improving the performance of employees in the Governance Section of the Regional Secretariat of Kerinci Regency.
2. Leadership regression coefficient value is positive 0.198. this means that if the work leadership increases by one unit, it will result in an increase in performance of 0.198 unit.
3. The value of the motivational regression coefficient is positive, namely 0.210. this means that if motivation increases by one unit, it will result in an increase in employee performance by 0.210 unit.
4. The value of the organizational culture regression coefficient is positive, namely 0.156. This means that if the organizational culture increases by one unit, it will result in an increase in employee performance by 0.156 unit.

Regression Coefficient Test (t Test)

Hypothesis Testing 1

The first hypothesis put forward, that leadership partially has a positive effect on employee performance. Based on the results of the analysis of the t test, it is known that the significance level of the leadership variable is $0.013 < 0.05$ of the significance value (0.05). Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between leadership on employee performance in the Governance Section of the Regional Secretariat of Kerinci Regency.

Hypothesis Testing 2

The second hypothesis proposed is that motivation partially has a positive effect on employee performance. Based on the results of the analysis of the t test, it is known that the significance level of the motivation variable is $0.021 < 0.05$ of the significance value (0.05). Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between motivation on employee performance in the Governance Section of the Regional Secretariat of Kerinci Regency.

Hypothesis Testing 3

The third hypothesis proposed is that organizational culture partially positive effect on performance. Based on the results of the analysis of the t test, it is known that the significance level of the organizational culture variable is $0.000 < 0.05$ of the significance value (0.05). Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between organizational culture on employee performance in the Governance Section of the Regional Secretariat of Kerinci Regency.

Hypothesis Testing 4

The fourth hypothesis proposed, that leadership, motivation, and organizational culture jointly have a positive effect on employee performance. Based on the results of the analysis of the F test, it is known that the significance level of the ANOVA F test for the variables of leadership, motivation, and organizational culture is $0.000 < 0.05$. Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a jointly significant influence between leadership, motivation, and organizational culture on employee performance in the Governance Section of the Regional Secretariat of Kerinci Regency. As can be seen in table 5.

Table 5 <F . Test Results>

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30,595	3	10.198	8,971	.000 a
	Residual	608,905	28	10,498		
	Total	639,500	31			

a. Predictors: (Constant), X3, X2, X1

b. Dependent Variable: Y

Source: SPSS Output Results (year 2021)

Coefficient of Determination (R Square)

The Coefficient of Determination aims to see or measure how far the model's ability to explain the variation of the independent variable, where the value of R square used for research with 2 variables and the value of R Square is used for research with more than 3 variables. The value of the coefficient of determination in this study was taken from the value of R Square which can be seen in table 6.

Table 6 <Test results R Square>

Model Summary ^b					Std. Error of the Estimate
Model	R	R Square	Adjusted R Square		
1	.819a	.671		.612	3.24012

a. Predictors: (Constant), X3, X2, X1

b. Dependent Variable: Y

Source: SPSS Data Processing Results (Year 2020)

Based on the results of the analysis R square is 0,671 this means that 67.1% of employee performance is influenced by the independent variables of leadership, motivation, and organizational culture. While the remaining 32.9% is influenced by other variables outside the model.

Influence Leadership on Employee Performance in the Governance Section of the Regional Secretariat of Kerinci Regency.

The results of this study indicate that leadership has a significant positive influence on the performance of employees in the Regional Secretariat of Kerinci District Administration. This indicates that leadership determines the performance of employees in the Governance Section of the Regional Secretariat of Kerinci Regency. This means that the higher the leadership, the higher the employee's performance.

From the results of this study, it appears that the leadership variable has a coefficient of 0.198 which means that leadership has a great influence. This indicates that leadership can play a role in improving employee performance. If the Governance Section of the Regional Secretariat of Kerinci Regency wants to improve employee performance, it must create good leadership in employees.

This is in line with the opinion (Wirawan, 2013) states "the leader is a figure or elite member of the social system who is known by and seeks to influence his followers directly or indirectly". And according to (Sulistiyani, 2008) "a leader is someone who leads others by giving instructions, or by being interpreted more formally, that in carrying out leadership the person gives orders". Meanwhile, according to (Thoha, 2011) "leadership is an activity to influence the behavior of others, or the art of influencing human behavior both individually and in groups." Likewise (Rivai, 2013) states that:

Leadership is a behavior with a specific purpose to influence the activities of group members to achieve common goals designed to provide individual and organizational benefits,.

The results of this study are in line with research Inaray et al (2016) which shows that leadership has a positive and significant effect on employee performance. Samian (2013) The results of his research also show Leadership significant effect on employee performance.

Influence Motivation on Employee Performance in the Governance Section of the Regional Secretariat of Kerinci Regency.

The results of this study indicate that motivation has a significant positive effect on the performance of employees in the Governance Section of the Regional Secretariat of Kerinci Regency. This indicates that employee motivation determines the performance of employees in the Governance Section of the Regional Secretariat of Kerinci Regency. This means that the higher the employee's work motivation, the higher the employee's performance.

From the results of this study, it can be seen that the work motivation variable has a coefficient of 0.210 which means that work motivation has a big influence. This indicates that work motivation can play a role in improving employee performance. If the Governance Section of the Regional Secretariat of Kerinci Regency wants to improve employee performance, it must increase employee work motivation.

This is in line with the opinion Masud (2017) defines motivation as a person's awareness and willingness to obey all agency regulations and applicable social norms. Motivation is said to have an effect on employee performance because when employee motivation is high In this case, employees can carry out their duties professionally, effectively, efficiently.

The results of this study are in line with research (Nuryana, 2015) which shows that motivation has a positive effect on employee performance Abdul Yoyok (2015) The results of his research also show that motivation has a significant positive effect on employee performance, work motivation has a positive effect on employee performance.

Influence Influence Organizational Culture on Employee Performance in the Governance Section of the Regional Secretariat of Kerinci Regency.

The results of this study indicate that organizational culture has a significant positive influence on the performance of employees in the Governance Section of the Regional Secretariat of Kerinci Regency. This indicates that organizational culture determines the performance of employees in the Governance Section of the Regional Secretariat of Kerinci Regency. This means that the better the organizational culture of an agency, the better the performance of employees.

From the results of this study, it can be seen that the work organization culture variable has a coefficient of 0.156 which means that organizational culture has a big influence. This indicates that organizational culture can play a role in improving employee performance. If the Governance Section of the Regional Secretariat of Kerinci Regency wants to improve employee performance, it must improve the organizational culture of employees in a better agency.

This is in line with the opinion James AF Stoner and Peter F. Druker in Riani (2011), state that: "Organizational culture is the point of solving external and internal problems whose implementation is carried out consistently by a group which then bequeaths it to new members as the right way to understand, think and feel the problems related as above.

And according to (Effendy, 2015) organizational culture is defined as norms, values, assumptions, beliefs, philosophies, organizational habits, and so on that were developed over a long time by founders, leaders, and members of the organization that were socialized and taught to new members and applied in organizational activities so that it affects the mindset, attitudes, and behavior of organizational members in producing products, serving consumers, and achieving organizational goals. The results of this study are in line with research Yoyok (2015) which shows that there is a significant positive influence between organizational culture on employee performance.

Leadership Influence, Motivation, Organizational Culture on Employee Performance in the Governance Section of the Regional Secretariat of Kerinci Regency.

The results of this study indicate that leadership, motivation, and organizational culture together have a significant influence on the performance of employees in the Governance Section of the Kerinci District Secretariat with a significance value of ANOVA $F_{0.000} < 0.05$. This indicates that leadership, motivation, and organizational culture determine employee performance in the Governance Section of the Kerinci District Secretariat. This means that leadership, motivation, and organizational culture will improve employee performance.

This is in line with research Yoyok (2015), (Nuryana, 2015), Inaray et al (2016) which shows that The results show that there is a positive and significant influence between organizational motivation, leadership, organizational culture on employee performance.

Conclusions

Based on the results of testing and discussing the hypotheses described in the previous chapter, some conclusions can be drawn as follows: 1) Leadership has a positive influence on employee performance in the Governance Section of the Regional Secretariat of Kerinci Regency. This means that employee performance will increase if good leadership is able to provide encouragement to employees to be able to help colleagues outside of their obligations. 2) Motivation has a positive influence on the performance of employees in the Governance Section of the Regional Secretariat of Kerinci Regency. This means that employee performance will increase if high work motivation is able to provide morale to employees in carrying out work. The higher the motivation of an employee in an agency, it will increase the sense of help in the agency outside the main job. 3) Organizational Culture has a positive influence on the performance of employees in the Governance Section of the Regional Secretariat of Kerinci Regency. This means that employee performance will increase if the organizational culture of the institution where the employee works has a good and comfortable culture, and makes employees confident and comfortable that they can do their job well. And a good organizational culture will encourage high performance. 4) Leadership, motivation, and organizational culture together have a positive effect on employee performance in the Governance Section of the Regional Secretariat of Kerinci Regency. With the ANOVA F test, the significance value is $0.000 < 0.05$, so it can be concluded that employee performance is influenced by the independent variables of leadership, motivation, and organizational culture.

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