

## **THE INFLUENCE OF LEADERSHIP STYLE AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE THROUGH MOTIVATION AT THE REGIONAL INSPECTORATE OFFICE OF MANDAILING NATAL REGENCY**

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### **ABSTRACT**

This research was carried out using a field research method using a survey, namely research that takes a number of samples from the population using a questionnaire as the main data collection tool. Meanwhile, the approach used is a quantitative approach. The results of this research are that there is a direct influence between leadership style variables on performance, there is a direct influence between organizational culture variables on performance, there is a direct influence between leadership style variables on motivation, there is a direct influence between organizational culture variables on motivation, there is a direct influence between motivation variables on performance, there is an indirect influence between leadership style on performance through motivation variables, there is an indirect influence between organizational culture on performance through employee motivation variables at the Mandailing Natal District Regional Inspectorate Office which is proven

**Keywords: Leadership Style, Motivation, Organizational Culture, Performance.**

### **INTRODUCTION**

Performance is a description of the level of achievement of an activity program or policy in realizing an organization's goals, objectives, vision and mission as outlined through an organization's strategic planning. Performance can be known and measured if an individual or group of employees has criteria or standards of success as benchmarks set in measurement, then it is impossible to know the performance of a person or an organization's performance if there is no benchmark for success. To support sustainable regional government development, the performance of competent officials is needed. Performance is the level of success of a person in carrying out their work duties. Performance is a subject of its own problems, where performance is often directed as an index of something else, such as lessons and encouragement of service performance as initiated through the spirit of decentralization and de-bureaucratization, in fact it still shows level that is not optimal. From the results of the researcher's initial observations regarding the implementation of the leadership style that runs at the Mandailing Natal District Regional Inspectorate Office, it is that leaders have the responsibility to create conditions and incentives that motivate

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members to achieve specified goals, so that they can have an impact on positive behavior, namely providing work enthusiasm or having an impact. negative is pressure. A person's leadership style greatly influences a person's ability to influence individuals or groups, so that subordinate behavior is in accordance with organizational goals, there must be a combination of motivation to fulfill their own needs and the organization's requests. It's just that not all of the instructions carried out by the leadership are effective. This is indicated by the fact that there are still several employees who do not work optimally in carrying out their duties as state civil servants. The problem faced at the Mandailing Natal Regency Regional Inspectorate Office is the high level of employee absenteeism over the last few months, which shows that the level of employee absenteeism has increased from 9 people to 16 people. This has resulted in low employee performance at the Mandailing Natal Regency Regional Inspectorate Office due to a decline in public services. According to Sedarmayanti (2017:71) employee performance is said to decrease if the percentage of absenteeism is above 10%. The low performance of employees at the Mandailing Natal Regency Regional Inspectorate Office is demonstrated by data on the service mechanisms carried out by employees in serving the community who want to get service facilities at the Mandailing Natal Regency Regional Inspectorate Office. Employee assessment data at the Mandailing Natal Regency Regional Inspectorate Office can be seen as follows:

**Table of Employee Performance Evaluation Results**

No	Faktor Penilaian	Hasil Penilaian 2022			Hasil Penilaian 2023		
		Bobot (%)	Nilai	Total Nilai	Bobot (%)	Nilai	Total Nilai
<b>Prestasi Kinerja (60%)</b>							
1	Kualitas	15%	80	12	15%	80	12
	Kuantitas	15%	81	12,15	15%	78	11,7
	Waktu penyelesaian	15%	80	12	15%	75	11,25
	Sadar biaya	15%	78	11,7	15%	73	10,95
<b>Sikap dan Perilaku (40%)</b>							
2	Inisiatif	10%	85	8,5	10%	75	7,5
	Kerjasama	10%	83	8,3	10%	77	7,7
	Disiplin	10%	84	8,4	10%	76	7,6
	Etika kerja	10%	81	8,1	10%	74	7,4
<b>Nilai Akhir</b>		100%		81,15	100%		76,1
<b>Keterangan</b>		<b>Baik</b>			<b>Kurang Baik</b>		

Source: Mandailing Natal Regency Regional Inspectorate

Leadership is a concept that is very close to success in achieving the goals of an organization. Leadership is the knowledge or ability to use influence over others to achieve organizational goals or cooperative efforts. Leadership will greatly color, influence and even determine how an organization will achieve its goals. Leaders are people who know what to do, have abilities and strengths that exceed the abilities of other people, have skills, the ability to be introspective, the ability to invite, guide, facilitate others, motivate others. The Mandailing Natal Regency Regional Inspectorate Office is the supervisory element of regional government administration, led by an Inspector who in carrying out his duties is responsible to the Regent through the Regional Secretary. After the researcher made observations about employee performance problems that occurred at the Mandailing Natal District Regional Inspectorate Office, this happened due to the existence of leadership style factors that some employees considered appropriate, namely related to leadership policies which had an impact on reducing employee performance because each leader had a different leadership style. different. This happens because the leader is the person who directs employees to work according to their respective duties, so that good employee performance can be achieved and organizational goals can be achieved (Nurhanisa et al., 2023). Each leader has their own leadership style. With the existence of a leadership style applied in one organizational entity, it is not necessarily suitable for application in other organizations because the success of the leadership style depends on the organizational situation. Leadership style is a form of planned action with the aim of influencing team members to optimize their performance, so that the achievement of organizational goals can be realized effectively according to the organization's expectations. A leader must have a leadership style that is intended to lead his subordinates, because leaders will influence the success of an organization (Drummond, 2019). Leadership style is a characteristic possessed by leaders in an organization which is used to influence employees so that goals in the organization can be achieved (Rivai and Mulyadi, 2019:42) which shows that leadership style influences employee performance.

Apart from that, organizational culture is a factor that can influence employee performance at the Mandailing Natal District Regional Inspectorate Office. Basically, an organization always tries to achieve its goals effectively and efficiently, one of the factors that greatly influences the success of an organization in achieving its goals is organizational culture. Implementing organizational culture means changing employee attitudes and behavior to achieve higher work productivity, however, the organizational culture at the Mandailing Natal Regency Regional Inspectorate Office is not implemented by all employees so the negative impact is a decline in employee performance. The organizational culture that applies at the Regional Inspectorate Office of Mandailing Natal Regency is an organizational culture that was formed globally by the Regional Government of Mandailing Natal Regency. Every employee always takes initiatives in creating a good organizational culture as an effort to create a conducive work environment with professional work ethics. The organizational culture at the Mandailing Natal Regency Regional Inspectorate Office contains values, norms and ethics that influence the mindset and work behavior of HR in their activities with the aim of increasing better performance, however, this organizational culture is not fully adhered to by employees. This can be seen from the habit of employees not coming to work on time, taking breaks too early and going home too early. Research

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conducted by M. Hanif Al Rizal (2021) suggests that organizational culture influences employee performance. This shows that if the organizational culture within an organization can develop strongly and well, it can influence performance within the organization so that organizational goals can be achieved. If the leadership style is effective and all employees understand it, it will directly impact the performance of all employees. If the organizational culture created is good and can be implemented by all employees, this will also make the employees good and have an impact on performance. However, sometimes when the leadership style and organizational culture are effective, there are also times when employee motivation will not be well motivated, which will have an impact on employee performance, meaning that motivation also plays a role in shaping performance when the leadership style and organizational culture are running well. Another factor that influences employee performance is work motivation. According to Robbins (2019:97) work motivation is an encouragement that makes someone act or behave in certain ways with the possibility of fulfilling personal goals or needs at work. In reality, even though motivation has been given in the form of allowances outside of salary, the performance of employees at the Mandailing Natal Regency Regional Inspectorate Office is considered to be less good because the low level of employee awareness means that providing motivation is not effective among employees. Leaders should be able to provide encouragement to employees, for Employees who are diligent must be given rewards and those who are lazy should be given sanctions, so that motivated employees indirectly get non-material motivation to improve their diligence at work. This is an interesting thing to use as research material, based on the problems mentioned above, the author tried to highlight it in writing a thesis with the title "The Influence of Leadership Style and Organizational Culture on Employee Performance Through Motivation at the Regional Inspectorate Office of Mandailing Natal Regency".

### METHOD

In connection with the title stated, this research was carried out using a field research method using a survey, namely research that takes a number of samples from the population using a questionnaire as the main data collection tool. Meanwhile, the approach used is a quantitative approach, namely an approach using data analysis in numerical or numerical form (Sugiyono, 2018). The aim is to develop and use mathematical models, theories or hypotheses related to the phenomena investigated by researchers.

### DISCUSSION

#### Influence of Leadership Style on Performance

Leadership Style (X1) has an influence ( $O=0.041$ ) on the endogenous variable Performance (Y). The t-statistic value for this construct relationship is 3.276 which shows that the t-count value of X1 for  $Y \leq t\text{-table}$  (2.0141) and the value p – value 0.003. Therefore, the first hypothesis which states that there is a direct influence between the Leadership Style variable (X1) on Employee Performance (Y) is proven. So  $H_0$  is rejected /  $H_a$  is accepted, which means there is a direct influence between the Leadership Style variable (X1) on employee performance (Y) at the Mandailing Natal Regency Regional Inspectorate Office. This means that if the leadership style can be implemented well, namely the leader can play a role in influencing employees, this will improve employee performance, namely the quality

of employee work will increase. However, on the contrary, if the leadership style implemented is not good, it will reduce employee performance.

**Influence of Organizational Culture on Performance**

The organizational culture variable (X2) has an influence of ( $O=0.459$ ) on the endogenous variable Performance (Y). The t-statistic value for this construct relationship is 2.664, which shows that the t-count value of X2 for  $Y \geq t\text{-table}$  (2.0141) and the p – value is 0.008. Therefore, the second hypothesis which states that there is a direct influence between the Organizational Culture variable (X2) on Performance (Y) is proven. So  $H_0$  is rejected/ $H_a$  is accepted, which means there is a direct influence between the Organizational Culture variable (X2) on employee performance (Y) at the Regional Inspectorate Office of Mandailing Natal Regency. This means that if the organizational culture can be implemented well, that is, it can prioritize the organization's mission, then this will improve employee performance, namely the quality of employee work will increase. However, on the contrary, if organizational culture cannot be implemented well, it will reduce employee performance.

**Influence of Leadership Style on Motivation**

It can be seen that the Leadership Style variable (X1) has an influence ( $O=0.269$ ) with the endogenous variable Motivation (Z). The t - statistic value for this construct relationship is 2.334 which shows that the calculated t-value of X1 on  $Z \geq t\text{-table}$  (2, 0141) and p – value 0.020. Therefore, the third hypothesis which states that there is a direct influence between the Leadership Style variable (X1) on Motivation (Z) is proven. So  $H_0$  is rejected/ $H_a$  is accepted, which means that there is a direct influence between the Leadership Style variable (X1) on employee work motivation (Z) at the Mandailing Natal Regency Regional Inspectorate Office. This means that if the leadership style can be implemented well, that is, the leader can play a role in influencing employees, this will increase employee work motivation, namely that employees can actualize themselves. However, on the contrary, if the leadership style implemented is not good it will reduce employee work motivation.

**Influence of Organizational Culture on Motivation**

The Organizational Culture variable (X2) has an influence ( $O=0.626$ ) on the endogenous variable Motivation (Z). The t-statistic value for this construct relationship is 5.502 which shows that the t-count value of X2 for  $Z \geq t\text{-table}$  (2.0141) and p value – value 0.000. Therefore, the fourth hypothesis which states that there is a direct influence between the Organizational Culture variable (X2) on Motivation (Z) is proven. So  $H_0$  is rejected/ $H_a$  is accepted, which means there is a direct influence between the Organizational Culture variable (X2) on employee work motivation (Z) at the Mandailing Natal Regency Regional Inspectorate Office. This means that if the organizational culture can be implemented well, namely employees can prioritize the organization's mission, this will increase employee work motivation, namely employees can actualize themselves. However, on the contrary, if the organizational culture is not implemented well, it will reduce employee performance.

**Effect of Motivation on Performance**

The Motivation variable (Z) has an influence ( $O=0.448$ ) on the endogenous variable Performance (Y). The t-statistic value for this construct relationship is 2.786 which shows that the t-count value of Z for  $Y \geq t\text{-table}$  (2.0141) and the value p – value 0.006. Therefore, the fifth hypothesis which states that there is a direct influence between the Motivation variable (Z) on Performance (Y) is proven. So  $H_0$  is rejected/ $H_a$  is accepted, which means there is a direct influence between the Motivation variable (Z) on employee performance (Y) at the Mandailing Natal Regency Regional Inspectorate Office. This means that if employees can be well motivated, that is, employees can actualize themselves, this will improve employee performance, that is, employees can improve the quality of their work. However, on the contrary, if employee work motivation cannot be carried out well, it will reduce employee work motivation.

**Influence of Leadership Style on Performance through Motivation as an intervening variable**

Based on the Path Coefficients (Specific Indirect Effects) table above, the first indirect hypothesis test is testing the influence of Leadership Style (X1) on Performance (Y) through the motivation variable (Z) which has an influence ( $O = 0.121$ ), with a t-statistic value for the relationship between this construct is 2.869, which shows that the t-value of X1 against Y via  $Z \leq t\text{-table}$  (2.0141), and the p-value is 0.022. So it can be concluded that motivation can mediate the influence of leadership style on employee performance at the Mandailing Natal Regency Regional Inspectorate Office. In this research  $H_0$  is rejected /  $H_1$  is accepted, which means that the sixth hypothesis which states that there is an indirect influence between Leadership Style (X1) on employee performance (Y) through the work motivation variable (Z) of employees at the Mandailing Natal Regency Regional Inspectorate Office is proven. This means that if employee work motivation can be implemented well, it will be able to mediate the influence of leadership style on employee performance at the Mandailing Natal Regency Regional Inspectorate Office. However, on the other hand, if employee work motivation cannot be implemented properly then it will not be able to mediate the influence of leadership style on employee performance at the Mandailing Natal District Regional Inspectorate Office.

**The influence of organizational culture on employee performance through motivation as an intervening variable**

Indirect hypothesis testing of the Organizational Culture variable (X2) on Employee Performance (Y) through the motivation variable (Z) has an influence ( $O = 0.280$ ), with the t-statistic value for this construct relationship being 2.239, which shows that the t-calculated value of X2 against Y via  $Z \geq t\text{-table}$  (2.0141), and the p – value is 0.026. So it can be concluded that motivation can mediate the influence of organizational culture on employee performance at the Mandailing Natal Regency Regional Inspectorate Office. In this seventh hypothesis,  $H_0$  is rejected/ $H_1$  is accepted, meaning that the hypothesis which states that there is an indirect influence between Organizational Culture (X2) on Employee Performance (Y) through the variable Work Motivation (Z) of employees at the Mandailing Natal Regency Regional Inspectorate Office is proven. This means that if employee work

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motivation can be implemented well, it will be able to mediate the influence of organizational culture on employee performance at the Mandailing Natal Regency Regional Inspectorate Office. However, on the other hand, if employee work motivation cannot be implemented properly then it will not be able to mediate the influence of organizational culture on employee performance at the Mandailing Natal Regency Regional Inspectorate Office.

### CONCLUSION

There is a direct influence between the Leadership Style variable (X1) on employee performance (Y) at the Mandailing Natal Regency Regional Inspectorate Office. There is a direct influence between the Organizational Culture variable (X2) on employee performance (Y) at the Mandailing Natal Regency Regional Inspectorate Office. There is a direct influence between the Leadership Style variable (X1) on employee work motivation (Z) at the Mandailing Natal Regency Regional Inspectorate Office. There is a direct influence between the Organizational Culture variable (X2) on employee work motivation (Z) at the Mandailing Natal Regency Regional Inspectorate Office. There is a direct influence between the Motivation variable (Z) on employee performance (Y) at the Mandailing Natal Regency Regional Inspectorate Office. There is an indirect influence between Leadership Style (X1) on Employee Performance (Y) through the variable Work Motivation (Z) of employees at the Mandailing Natal Regency Regional Inspectorate Office. There is an indirect influence between Organizational Culture (X2) on Employee Performance (Y) through the work motivation variable (Z) of employees at the Mandailing Natal Regency Regional Inspectorate Office.

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