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The Influence Of Leadership Style And Organizational Culture On Employee Performance At The Regional Financial And Revenue Management Agency Of Mojokerto City With Work Motivation As An Intervening Variable

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Abstract: The purpose of this study was to determine and analyze the Influence of Leadership Style and Organizational Culture on Employee Performance at the Mojokerto City Financial and Revenue Management Agency with Work Motivation as an Intervening Variable. There were 44 respondents using the census sampling technique method. Based on the results of the study, the influence of leadership style on employee performance at the Mojokerto City Financial and Revenue Management Agency did not have a significant effect with the results of the study obtained $0.530 \geq 0.05$. The influence of organizational culture on employee performance at the Mojokerto City Financial and Revenue Management Agency had a significant effect with the results of the study obtained $0.000 \leq 0.05$. The influence of work motivation on employee performance at the Mojokerto City Financial and Revenue Management Agency did not have a significant effect with the results of the study obtained $0.449 \geq 0.05$. The influence of leadership style on employee work motivation at the Mojokerto City Financial and Revenue Management Agency did not have a significant effect with the results of the study obtained $0.663 \geq 0.05$. The influence of organizational culture on employee work motivation at the Mojokerto City Regional Revenue and Financial Management Agency has a significant effect with the research results obtained $0.000 \leq 0.05$. The indirect influence of leadership style on employee performance at the Mojokerto City Regional Revenue and Financial Management Agency through work motivation as an intervening variable does not have a significant effect with the research results obtained $0.775 \geq 0.05$. The indirect influence of organizational culture on employee performance at the Mojokerto City Regional Revenue and Financial Management Agency through work motivation as an intervening variable does not have a significant effect with the research results obtained $0.593 \geq 0.05$.

Keyword: Leadership Style, Organizational Culture, Performance, Work Motivation

INTRODUCTION

Based on Law Number 25 of 2009 concerning Public Services in Article 1 it is explained that Public Services are activities or series of activities in order to fulfill service needs in accordance with laws and regulations for every citizen and resident for goods, services, and/or administrative services provided by public service providers. It is further explained that, one of the public service providers in question is a state organizing institution. In this case, the Mojokerto City Government, one of which is the Mojokerto City Regional Revenue and Finance Management Agency. In carrying out these functions, human resources are needed who have integrity, are professional, neutral and free from political intervention, free from corruption, collusion and nepotism (Law Number 5 of 2014 concerning State Civil Apparatus).

Employees have an important role in the progress or decline of an organization, in a government agency, employees are always required to have high performance and mobility, because the achievements and success of a government agency are very much determined and depend on the abilities and performance of the human resources in it, namely the employees themselves. Therefore, it can be concluded that there is a very close relationship between employees and government agencies, because both aspects need each other.

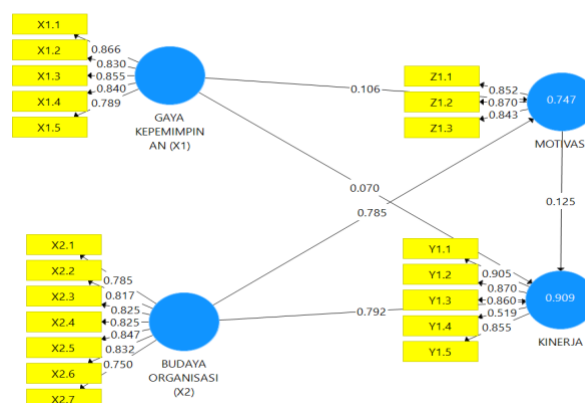
To maintain and maximize good member performance, there are many things that influence such as welfare, education and training, motivation, leadership, organizational culture, work environment and so on. Good employee performance can produce a high achievement or productivity result and vice versa, therefore an organizational leader must pay attention to the performance of its members.

The purpose of this study was to determine and analyze the Influence of Leadership Style and Organizational Culture on Employee Performance at the Mojokerto City Financial and Revenue Management Agency with Work Motivation as an Intervening Variable

METHOD

This type of research is quantitative research. This research is an observational study conducted on a number of objects according to their actual conditions, without any interval from the researcher. This research design uses a cross-sectional method approach. With a population of 44 people. The census sampling technique means that all populations are used as samples in the study.

RESULTS AND DISCUSSION



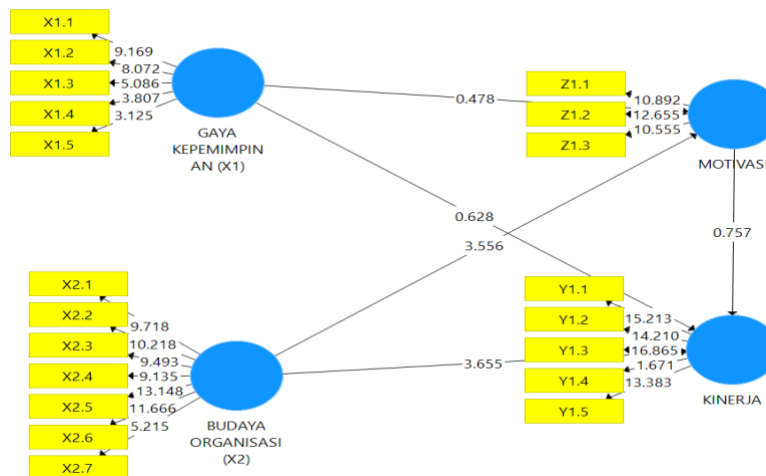
The table above can be concluded that the correlation of each indicator to the total construct score of each variable shows significant results, namely $r_{count} \geq r_{table}$. It can be concluded that all

question items from all variables, namely of competence, compensation, work environment on employee performance, work motivation are declared Valid.

Construct Reliability and Validity

Matrix	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extract...	Copy to Clipboard: E
	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)	
BUDAYA ORGANISASI (X2)	0.914	0.915	0.931	0.660	
GAYA KEPEMIMPINAN (X1)	0.893	0.906	0.921	0.700	
KINERJA	0.864	0.895	0.905	0.664	
MOTIVASI	0.816	0.821	0.891	0.731	

The table above shows that the three variables produce an alpha value of 0.9. Thus, all variables have a value > 0.60 , thus the research instrument is suitable for use in data collection.



Path Coefficients

Mean, STDEV, T-Values, P-...	Confidence Intervals	Confidence Intervals Bias ...	Samples	Copy to Clipboard:	Excel Format	R Format
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O /STDEV)	P Values	
BUDAYA ORGANISASI (X2) -> KINERJA	0.792	0.725	0.217	3.655	0.000	
BUDAYA ORGANISASI (X2) -> MOTIVASI	0.785	0.794	0.221	3.556	0.000	
GAYA KEPEMIMPINAN (X1) -> KINERJA	0.070	0.078	0.112	0.628	0.530	
GAYA KEPEMIMPINAN (X1) -> MOTIVASI	0.106	0.095	0.222	0.478	0.633	
MOTIVASI -> KINERJA	0.125	0.176	0.165	0.757	0.449	

Total Indirect Effects

Mean, STDEV, T-Values, P-...	Confidence Intervals	Confidence Intervals Bias ...	Samples	Copy to Clipboard:	Excel Format	R Form
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O /STDEV)		P Values
BUDAYA ORGANISASI (X2) -> KINERJA	0.098	0.162	0.184	0.535		0.593
BUDAYA ORGANISASI (X2) -> MOTIVASI						
GAYA KEPEMIMPINAN (X1) -> KINERJA	0.013	-0.002	0.046	0.286		0.775
GAYA KEPEMIMPINAN (X1) -> MOTIVASI						
MOTIVASI -> KINERJA						

DISCUSSION

Based on the results of the study, the influence of leadership style on employee performance at the Mojokerto City Regional Revenue and Financial Management Agency has no significant effect with the research results obtained $0.530 \geq 0.05$. The influence of organizational culture on employee performance at the Mojokerto City Regional Revenue and Financial Management

Agency has a significant effect with the research results obtained $0.000 \leq 0.05$. The influence of work motivation on employee performance at the Mojokerto City Regional Revenue and Financial Management Agency has no significant effect with the research results obtained $0.449 \geq 0.05$. The influence of leadership style on employee work motivation at the Mojokerto City Regional Revenue and Financial Management Agency has no significant effect with the research results obtained $0.663 \geq 0.05$. The influence of organizational culture on employee work motivation at the Mojokerto City Regional Revenue and Financial Management Agency has a significant effect with the research results obtained $0.000 \leq 0.05$. The indirect influence of leadership style on employee performance at the Mojokerto City Regional Revenue and Financial Management Agency through work motivation as an intervening variable does not have a significant effect with the research results obtained $0.775 \geq 0.05$. The indirect influence of organizational culture on employee performance at the Mojokerto City Regional Revenue and Financial Management Agency through work motivation as an intervening variable does not have a significant effect with the research results obtained $0.593 \geq 0.05$.

CONCLUSION

- 1 Leadership style has no positive and insignificant effect on employee performance at the Mojokerto City Financial and Revenue Management Agency.
- 2 Organizational culture has a positive and significant effect on employee performance at the Mojokerto City Financial and Revenue Management Agency.
- 3 Work motivation has no significant effect on employee performance at the Mojokerto City Financial and Revenue Management Agency.
- 4 Leadership style on employee work motivation at the Mojokerto City Financial and Revenue Management Agency does not have a significant effect with the research results obtained $0.663 \geq 0.05$.
- 5 Organizational culture on employee work motivation at the Mojokerto City Financial and Revenue Management Agency has a significant effect with the research results obtained $0.000 \leq 0.05$.
- 6 Leadership style indirectly on employee performance at the Mojokerto City Financial and Revenue Management Agency through work motivation as an intervening variable does not have a significant effect with the research results obtained $0.775 \geq 0.05$.
- 7 Organizational culture indirectly affects employee performance at the Mojokerto City Regional Revenue and Financial Management Agency through work motivation as an intervening variable, which does not have a significant effect with the research results obtained at $0.593 \geq 0.05$.

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