



The influence of leadership style, supervisory and organizational culture on employee performance through motivation as an intervening variable

(Descriptive Study of Quantitative Analysis of Employee Performance at the Education and Culture Office of Serang Regency)

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Abstract

The purpose of this study in general is to analyze and describe the significant direct or indirect positive influence of leadership style, supervision and organizational culture on employee performance through motivation as an intervening variable. The research method used is path analysis (part analysis) to determine the direct or indirect effect of the variables studied. To be further used to analyze the extent to which work motivation variables are able to mediate the improvement of the quality of management information systems to

improve employee performance and the extent to which work motivation variables are able to mediate the effect of leadership style on improving the performance of Serang District Education and Culture Employees. The results obtained after the research was carried out were: 1) Based on the results of SPSS v.25 calculations, the beta value due to the direct influence of leadership style on performance $\beta=0.000$ the indirect effect of motivational mediation factors on the influence of leadership style on employee performance in the Education and Culture Office of Serang Regency was obtained β value = 0.215. Comparison of the direct effect β value is smaller than the indirect effect β value which causes work motivation to be able to mediate the effect of leadership style on employee performance. 2). Based on the calculation results of SPSS v.25, the beta value due to the direct influence of supervision on performance is $\beta=0.155$. the indirect effect of motivational mediation factors on the influence of supervision on the performance of employees of the Serang District Education and Culture Office obtained a value of $\beta = -0.046$. Comparison of the direct effect β value is greater than the indirect effect β value which causes motivation to be unable to mediate the effect of supervision on employee performance. 3). Based on the calculation results of SPSS v.25, the beta value due to the direct influence of organizational culture on performance is $\beta=0.000$. the indirect effect of motivational mediation factors on the influence of organizational culture on the performance of employees of the Serang Regency Education and Culture Office obtained a value of $\beta = 0.243$. Comparison of the direct effect β value is smaller than the indirect effect β value which causes motivation to be able to mediate the influence of organizational culture on employee performance

Keywords

leadership style, supervision, organizational culture, motivation, employee performance

Introduction

The Office of Education and Culture is a government agency that has the task of carrying out some regional government affairs based on the principle of autonomy and assistance in the fields of education and culture. To carry out these tasks, the Office of Education and Culture, carries out functions including the formulation of technical policies in the field of education and culture. Implementation of government affairs and public services in the field of early childhood education and non-formal education, basic education and culture; An important element in an organization is the existence of a leader. Leadership is an abstract concept, but the results are real. Sometimes leadership leads to art, but often it is also related to science. "The success of an organization, both as a whole and as part of a group within the organization, is highly dependent on the quality of leadership contained in the organization concerned". In providing support and motivation to his subordinates, a leader has influence over his subordinates. Organizations need to know what motivates their employees, because this can be one of the determinants of whether or not the work given. Work motivation is

"Giving the driving force that creates enthusiasm for someone's work so that they want to work together, work effectively, and integrate with all their efforts to achieve satisfaction. The author observes some of the problems of motivation in the Office of Education and Culture of Serang Regency, namely that so far employees are less motivated because the results received by employees who are diligent with employees who work normally are the same, there is no difference in income received, both basic income and income additional allowance. Another factor that influences employee performance is organizational culture. The purpose of a good organizational culture, of course, is to improve employee performance. Organizations with a strong culture will influence the behavior and effectiveness of employee performance. Employee performance will go according to the culture adopted in the organization. The author observes that some of the problems of organizational culture in the Office of Education and Culture of Serang Regency are the loss of the culture of respecting senior employees, especially by new employees. In carrying out ongoing organizational activities, it is necessary to have supervision carried out by the leadership to the fullest so that employees can carry out their work duties properly, so that they can achieve organizational goals and increase the success of employee performance. Based on the observations that have been made by researchers, it is still seen that the supervisory function is not properly realized for employees. Weak supervisory functions have an adverse impact on employees resulting in increased employee absenteeism. This can be seen from the level of employee absenteeism in 2018-2020 in Table 1.1 as follows:

Table 1.1 (Employee Absentee Level of Education and Culture Office of Serang Regency for 2018-2020)

No	Absensi	Persentase		
		2018	2019	2020
1	Present	77,4	76,6	80,7
2	Sick	3,7	3,2	4,3
3	Permission	13,04	19,4	25,9
4	Late and Home Early	5,02	6,20	15,2
1	Present	77,4	76,6	80,7
2	Sick	3,7	3,2	4,3
3	Permission	13,04	19,4	25,9
4	Late and Home Early	5,02	6,20	15,2

Source: Department of Education and Culture Kab. Attack 2021

Based on Table 1.1 above, it shows that the absenteeism rate for employee absences continues to increase every year, especially for the criteria for absenteeism, illness and tardiness and going home. This shows that the leadership is less than optimal in supervising its employees. Based on the Government Regulation of the Republic of Indonesia No. 53 of 2010 concerning the discipline of civil servants Article 3 Point 11 which states that entering work and complying with

the provisions of working hours, punctuality in working hours applies from 07.30 - 16.00 WIB, but at the Department of Education and Culture of Serang Regency there are still employees arriving late and there are employees during break hours and go straight home before working hours end. It can be concluded that to improve employee performance, an organization needs to understand indicators such as organizational culture, leadership style, supervision and others. The next question is whether the Serang Regency Education and Culture Office has human resource management that is competent in the performance of its employee

On the basis of the conditions of leadership style, supervision, organizational culture and motivation and performance that are not yet optimal in the Office of Education and Culture of Serang Regency, the author will conduct research to raise the issue of leadership style, supervision, organizational culture, motivation on employee performance with the title: "Influence Leadership Style, Supervision and Organizational Culture on Employee Performance in the Education and Culture Office of Serang Regency Through Motivation as an Intervening Variable. Based on Table 1.1 above, it shows that the absenteeism rate for employee absences continues to increase every year, especially for the criteria for absenteeism, illness and tardiness and going home. This shows that the leadership is less than optimal in supervising its employees. Based on the Government Regulation of the Republic of Indonesia No. 53 of 2010 concerning the discipline of civil servants Article 3 Point 11 which states that entering work and complying with the provisions of working hours, punctuality in working hours applies from 07.30 - 16.00 WIB, but at the Department of Education and Culture of Serang Regency there are still employees arriving late and there are employees during break hours and go straight home before working hours end. It can be concluded that to improve employee performance, an organization needs to understand indicators such as organizational culture, leadership style, supervision and others. The next question is whether the Serang Regency Education and Culture Office has human resource management that is competent in the performance of its employees. On the basis of the conditions of leadership style, supervision, organizational culture and motivation and performance that are not yet optimal in the Office of Education and Culture of Serang Regency, the author will conduct research to raise the issue of leadership style, supervision, organizational culture, motivation on employee performance with the title: "Influence Leadership Style, Supervision and Organizational Culture on Employee Performance in the Education and Culture Office of Serang Regency Through Motivation as an Intervening Variable.

Literature Review

Leadership Style

Leadership style is a norm of behavior used by someone when that person tries to influence the behavior of others as seen by the leader. The achievement of the vision and mission of an organization will be determined by the leadership style

of a leader in the organization. The leader as a locomotive to be followed by his subordinates. According to Siagian (2014), indicators of leadership style that can be seen are as follows: A climate of mutual trust; . Appreciation of subordinates' ideas; Consider the feelings of subordinates; Attention to work comfort for subordinates; . Concern for the welfare of subordinates; . Recognition of the status of subordinates appropriately and proportionally. Siagian's six indicators are effectiveness factors in the world of leadership which are influenced by behavior that causes subordinates to like coming to him to convey various problems they face. Indicators from Siagian are very useful for studying the extent to which a leader's attitude can bring change to subordinates by calculating from a performance in completing their tasks.

Supervision

Supervision can be interpreted as a process to ensure that organizational and management goals are achieved. This relates to ways of making activities according to plan with the instructions that have been given and with the principles that have been outlined. The supervision described by Robert J. Mockler has explained the essential elements of the supervision process, namely a systematic effort to set implementation standards and planning objectives, design information systems, provide feedback, compare real activities with predetermined standards.

Terry (2014) defines four steps/indicators that must be carried out in the controlling process, namely ; Setting Standards (Defining standards or basis for supervision).; Measuring performance (assessment of work results); Compare performance with work standards, and determine the comparison/difference (appropriateness); Correction of deviations that occur as a corrective action (corrective action).

Organizational Culture

Organizational culture is a shared perception held by members of the organization, and is a system of shared meaning. Organization is a system of roles, flow of activities and processes (patterns of work relations) and involves several people as executors of tasks made to achieve common goals. Robbins (2017), also states that organizational culture has several characteristics that will become internal culture within an organization, including the following: Individual initiative.; Briefing; Integration; Management support; Control; Reward system; Patterns of communication; Tolerance of conflict; Tolerance for risky actions

Employee Performance

The definition of performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. (Mankunegara : 2017) Employee performance can be measured in several ways. This size reflects the size of the performance. The

elements or indicators assessed are: Quantity of Work; Work knowledge (Job Knowledge).; Teamwork (Team Work); Initiative / Creativity (Creativity).(Mankunegara : 2017);

Motivation

Motivation is a condition (energy) that moves within an individual directed to achieve organizational goals. (Mankunegara : 2017). The theory of motivation in this study is based on achievement theory. Prof. Dr. David C. McClelland, an American psychologist from Harvard University, in his theory of motivation suggests that a person's productivity is largely determined by the mental virus that exists in him. On the basis of McClelland's Achievement Motivation Theory, it can be concluded that there are three factors or dimensions of motivation, namely motives, expectations and incentives. The three dimensions of motivation are briefly described in the following discussion: Motive; Hope; Incentives;

Terry (2014) defines four steps/indicators that must be carried out in the controlling process, namely:

1. Setting Standards (Defining standards or basis for supervision).
2. Measuring performance (assessment of work results).
3. Compare performance with work standards, and determine the comparison/difference (appropriateness).
4. Correction of deviations that occur as a corrective action (corrective action).

Research Methods

The research was conducted at the Department of Education and Culture of Serang Regency, Block Jalak No.174, RT.5/RW.9, Panancangan, Kec. Cipocok Jaya, City of Serang, Banten 42124. The research method used is the questionnaire method with Path Analysis techniques. This technique is used to measure the relationship between Leadership Style (X1), Supervision (X2), and Organizational Culture (X3) with Employee Performance (Y) through Motivation (Z). To determine whether there is influence between Leadership Style, Supervision and Organizational Culture, with employee performance through motivation, regression analysis techniques are used. Line equation.

The regression is: Substructural structural equation 1:

$$Y = \beta_{YX1} + \beta_{YX2} + \beta_{YX3} + \epsilon_1$$

Structural substructural equation 2:

$$Z = \beta_{ZX1} + \beta_{ZX2} + \beta_{ZX3} + \epsilon_2$$

Structural substructural equation 3: $Z = \beta_{YZ} + \epsilon_1$

Results and discussion

1. Path Analysis of the Influence of Leadership Style, Supervision and Organizational Culture on Employee Performance

Table 4.1 Uji Path Sub-Struktur 1.1

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.908 ^a	.825	.811	3.4801	2.132

a. Predictors: (Constant), BudayaOrganisasi(X3), Pengawasan(X2), GayaKepemimpinan(X1)
 b. Dependent Variable: KinerjaPegawai(Y)

Tabel 4.2 Path Sub-Struktur 1.2

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	28.402	6.257		4.540	.000		
	GayaKepemimpinan(X1)	1.374	.113	1.416	12.195	.000	.334	2.998
	Pengawasan(X2)	-.138	.095	-.123	-1.452	.155	.629	1.591
	BudayaOrganisasi(X3)	-.564	.083	-.727	-6.786	.000	.392	2.554

a. Dependent Variable: KinerjaPegawai(Y)

It can be seen that in the sig column in table 4.1 the coefficients, the sig values are 0.000, 0.155 and 0.000, it turns out that the sig value is 0.000 < 0.05, then Ho is rejected H1 is accepted meaning that the path analysis coefficient on the leadership style variable is significant to employee performance. And the sig value is 0.155 > 0.05, then Ho is accepted H2 is rejected, meaning that the coefficient of path analysis of the monitoring variable is not significant to the employee performance variable. And the sig value is 0.000 < 0.05, then Ho is rejected. H3 is accepted, meaning that the coefficient of path analysis of organizational culture variables is significant to employee performance variables.

To find out the contribution of how much influence other variables have on employee performance (ε1) can be determined in the following way:

$$\epsilon 1) = \sqrt{1 - R^2} = \sqrt{1 - 0,825} = \sqrt{0,175} = 0,4183 = 41,83\%.$$

Then the value of (ε1) the path coefficient of other variables on employee performance at the Education and Culture Office of Serang Regency is 41.83%. So the path equation is:

$$Y = 1.416 \text{ leadership style} - 0.123 \text{ supervision} - 0.727 \text{ organizational culture} + 0.4183$$

Path Analysis of Influence of Leadership Style, Supervision and Organizational Culture on Work Motivation

Tabel 4.3 Uji Path Sub-Struktur 2.1

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.916 ^a	.839	.826	4.1419	1.881

a. Predictors: (Constant), BudayaOrganisasi(X3), Pengawasan(X2), GayaKepemimpinan(X1)

b. Dependent Variable: Motivasi(Z)

Tabel 4.4 Uji Path Sub-Struktur 2.2

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.350	7.446		.047	.963		
	GayaKepemimpinan(X1)	.584	.134	.485	4.354	.000	.334	2.998
	Pengawasan(X2)	-.146	.113	-.105	-1.291	.204	.629	1.591
	BudayaOrganisasi(X3)	.527	.099	.547	5.328	.000	.392	2.554

a. Dependent Variable: Motivasi(Z)

It can be seen that in the sig column in table 4.3 the coefficients get a sig value of 0.000, 0.024 and 0.000. It turns out that the sig value of 0.000 < 0.05, then H0 is rejected H4 is accepted, meaning that the path analysis coefficient on the leadership style variable is significant to motivation. Sig value 0.204 > 0.05, then H0 is accepted and H5 is rejected, meaning that the path analysis coefficient on the control variable is not significant to the motivational variable. And the sig value of 0.000 < 0.05, then H0 is rejected and H6 is accepted, meaning that the path analysis coefficient on the organizational culture variable is significant to the motivational variable.

To find out the contribution of how much influence other variables have on employee performance (ϵ_2) can be determined in the following way:

$$(\epsilon_2) = \sqrt{1 - R^2} = \sqrt{1 - 0,839} = \sqrt{0,161} = 0,401 = 40,1\%.$$

Then the value (ϵ_2) of the path coefficient of other variables on the motivation of employees of the Serang Regency Education and Culture Office is 40.1%. So the path equation is:

$$Z = 0.485 \text{ leadership style} - 0.105 \text{ supervision} + 0.547 \text{ organizational culture} + 0.401$$

Path Analysis of the Influence of Motivation on Performance

Tabel 4.5 Uji Path Sub-Struktur 3.1

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.444 ^a	.197	.177	7.2638	1.882

a. Predictors: (Constant), Motivasi(Z)

b. Dependent Variable: KinerjaPegawai(Y)

Tabel 4.6 Uji Path Sub-Struktur 3.2

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	56.373	9.327		6.044	.000		
	Motivasi(Z)	.358	.113	.444	3.171	.003	1.000	1.000

a. Dependent Variable: KinerjaPegawai(Y)

Based on table 4.5 above, it can be seen that the results of the influence of the independent variables on the dependent variable are as follows: Effect of motivation (Z) on employee performance (Y). From the data processing above, the path coefficient value (Pyz) is 0.444. This means that if the value (Z) of work motivation increases, then the variable level (Y) of employee performance will increase. Variable Z has a significant level of 0.003 < 0.05 so it can be said that the relationship between Z and Y is significant.

To find out the contribution of how much influence other variables have on employee performance (ε3) can be determined in the following way:

$$(\epsilon_3) = \sqrt{1 - R^2} = \sqrt{1 - 0,197} = \sqrt{0,803} = 0,896 = 89,6\%$$

Then the value of (ε3) the path coefficient of other variables on the performance of Serang District Education and Culture Office employees is 89.6%. So the path equation is:

$$Y = P_{yz} + \epsilon_3 \text{ Employee Performance} = 0.444 \text{ work motivation} + 0.896.$$

From the picture of the causal relationship between sub-structures 1, 2 and 3, an

empirical path diagram for the Intervening model is obtained as explained in the following figure:

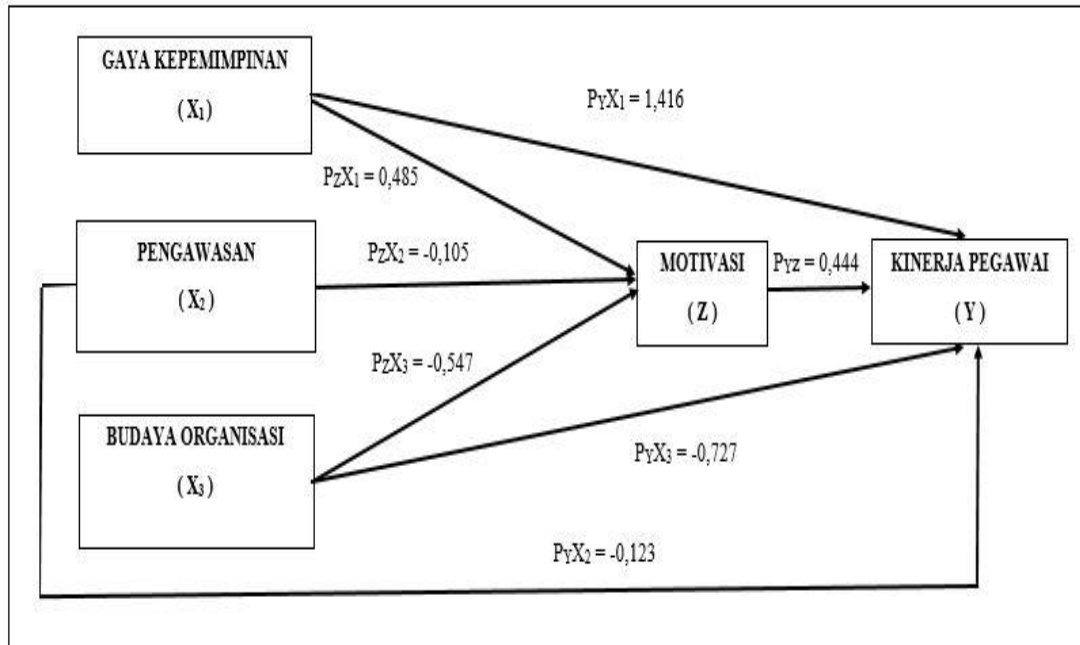


Figure 4.4 Intervening model path diagram

Outcome of Indirect Influence

From the table and figure above, it can be seen that the indirect effects are:

1) The indirect effect of leadership style on employee performance through work motivation as an intervening variable.

$$\begin{aligned} (PYX1) &= 1.416 \\ &= (0.485) \times (0.444) \\ &= 0.21534 \end{aligned}$$

From the calculation above it can be concluded that the motivational variable is able to mediate the relationship of leadership style to employee performance of 0.21534.

2) Indirect influence or indirect effect of supervision on employee performance through motivation as an intervening variable.

$$\begin{aligned} (PYX2) &= -0.123 \\ &= (-0.105) \times (0.444) \\ &= -0.04662 \end{aligned}$$

From the above calculations it can be concluded that the motivational variable is able to mediate the relationship from supervision to employee performance of -0.04662.

3) Indirect influence or indirect effect of organizational culture on employee performance through motivation as an intervening variable.

$$\begin{aligned} (PYX3) &= -0.727 \\ &= (0.547) \times (0.444) \\ &= 0.242868 \end{aligned}$$

From the calculation above it can be concluded that the motivational variable is able to mediate the relationship from organizational culture to employee performance of 0.242868

Based on the test using SPSS, an indirect effect of each of the 3 variables was obtained on the Performance of the Serang Regency Education and Culture Office Employees through Motivation with the result that for Leadership Style there is an indirect effect on Employee Performance through Motivation. And there is a significant relationship between motivation and employee performance at the Education and Culture Office. Then for the indirect effect of Supervision on Employee Performance of the Education and Culture Office of Serang Regency through motivation there is no indirect effect.

Due to the relationship between Supervision on Motivation there is no significant effect, although for Motivation on the Performance of Employees of the Education and Culture Office of Serang Regency there is a significant influence. And for the indirect effect of Organizational Culture on Employee Performance of the Education and Culture Office of Serang Regency through motivation, there is a significant influence. Because there is a significant influence between Organizational Culture on Motivation, and for Motivation on the Performance of Employees of the Education and Culture Office of Serang Regency there is also a significant influence.

Detecting Influence (Sobel Test)

The mediating effect of leadership style on employee performance through work motivation

Calculating the value of the standard error of the indirect effect.

$$\begin{aligned} \text{SeZX}_1 \text{YZ} &= \sqrt{(0,031057043385)} \\ &= 0,17623 \end{aligned}$$

Determine the calculated t value

$$\begin{aligned} t &= \frac{\rho \text{ZX}_1 \text{YZ}}{\text{SeZX}_1 \text{YZ}} \\ t &= \frac{0,21534}{0,17623} = 1,222 \end{aligned}$$

Therefore the value of t count (1.222) is smaller than t table with a significance level of 0.05 which is equal to 1.684, it can be concluded that it is significant. So it can be concluded that motivation does not mediate the relationship between leadership style and employee performance and is significant.

The mediating effect of supervision on employee performance through motivation.

1. Calculate the value of the standard error of the indirect effect

$$\begin{aligned} \text{SeZX}_2 \text{YZ} &= \sqrt{(0,023713930625)} \\ &= 0,15399 \end{aligned}$$

2. Menentukan nilai t hitung

$$\begin{aligned} t &= \frac{\rho \text{ZX}_2 \text{YZ}}{\text{SeZX}_2 \text{YZ}} \\ t &= \frac{0,04662}{0,15399} = 0,303 \end{aligned}$$

Therefore the value of t count (0.303) is smaller than t table with a significance level of 0.05 which is equal to 1.684, it can be concluded that it is significant. So it can be concluded that motivation does not mediate the supervisory relationship with employee performance and is significant.

c. The mediating effect of organizational culture on employee performance through motivation.

1. Calculate the value of the standard error of the indirect effect. Calculate the value of the standard error of the indirect effect

$$\text{SeZX}_3 \text{YZ} = \sqrt{(0,024836690292)}$$
$$= 0,1576$$

Determine the calculated t value

$$t = \frac{\rho \text{ZX}_3 \text{YZ}}{\text{SeZX}_3 \text{YZ}}$$
$$t = \frac{0,242888}{0,1576} = 1,541$$

Therefore the value of t count (1.541) is smaller than t table with a significance level of 0.05 which is equal to 1.684, it can be concluded that it is significant. So it can be concluded that motivation does not mediate the relationship between organizational culture and employee performance and is significant

Conclusion

1. Leadership style has a positive and significant direct effect on the work motivation of employees of the Department of Education and Culture of Serang Regency. This means that improving the quality of management information systems will affect the increase in work motivation of employees of the Department of Education and Culture of Serang Regency.

2. Supervision has no direct and significant effect on the work motivation of employees of the Education and Culture Office of Serang Regency. This means that an increase in Leadership Style will not affect the increase in work motivation of employees of the Department of Education and Culture of Serang Regency.

3. Organizational culture has a positive and significant direct effect on work motivation of employees of the Department of Education and Culture of Serang Regency. This means that an increase in Organizational Culture will affect the increase in work motivation of employees of the Department of Education and Culture of Serang Regency.

4. Leadership style has a direct positive and significant effect on the performance of employees of the Serang Regency Education and Culture Office. This means that an increase in leadership style will affect the increase in the performance of employees of the Education and Culture Office of Serang Regency.

5. Supervision has no direct and insignificant effect on the performance of employees of the Serang Regency Education and Culture Office. This means that an increase in Supervision will not affect the increase in the performance of employees of the Serang District Education and Culture Office.

6. Organizational culture has a positive and significant direct effect on the performance of employees of the Serang District Education and Culture Office. This means that an increase in organizational culture will affect the increase in employee performance at the Department of Education and Culture of Serang Regency.

7. Motivation has a positive and significant direct effect on the performance of employees of the Serang Regency Education and Culture Office. This means that an increase in employee motivation will affect the increase in employee performance at the Department of Education and Culture of Serang Regency.

8. Leadership style has a direct effect on motivation and motivation also has a direct effect on employee performance so that an increase in employee motivation is able to mediate an increase in employee performance at the Department of Education and Culture of Serang Regency

9. Supervision has no direct effect on motivation and motivation also has a direct effect on employee performance so that an increase in employee motivation has not been able to mediate an increase in employee performance at the Department of Education and Culture of Serang Regency

10. Organizational culture has a direct effect on motivation and motivation also has a direct effect on employee performance so that an increase in employee motivation is able to mediate an increase in employee performance at the Department of Education and Culture of Serang Regency.

11. Looking at the significance of F obtained through the F test using SPSS, which is equal to 67.635, it is known that the variables of Leadership Style, Supervision, and Organizational Culture simultaneously affect motivation. This means that the motivation score is determined by the variable X. Even if viewed partially, only Leadership Style and Organizational Culture have a significant effect, while Supervision has no effect. This means that there is intervention from variable X, this means that motivation will always pay attention to the state of employee performance or there is an indirect influence of leadership style, supervision and organizational culture on employee performance through motivation at the Education and Culture Office of Serang Regency.

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