

THE INFLUENCE OF LEADERSHIP, ORGANIZATIONAL CULTURE, AND WORK COMPETENCE ON EMPLOYEE PERFORMANCE THROUGH WORK MOTIVATION

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Abstract

This research was conducted to explore the influence of leadership, organizational culture, and work competence on employee performance which is mediated by work motivation. This research is a development of previous research on employees in one of the local government agencies. The contribution of this research is expected to be able to provide new information at the theoretical/scientific level of human resource management and add new references and managerial implications that can be positively applied to non-profit organizations. Referring to the results of previous research and empirical theory related to the learning process of human resource management, this research was conducted using a *survey data collection method* by distributing questionnaires *online*, respondents were selected based on a *purposive method sampling* of ministry employees in charge of coordination in the fields of politics, law, and security. The analysis in this study uses factor analysis and Lisrel *structural equation modeling* (SEM). The findings from this study are that leadership and organizational culture are not directly related to employee performance, but the role of leadership and organizational culture can be related to employee performance through the mediation of work motivation. The managerial implication of this research for the organization is being able to encourage the role of a leader to be able to improve the performance of its employees in the organization and the various cultures within the organization can be uniformed following the culture which can provide positive changes to the work motivation of employees to achieve organizational goals.

Keywords: Leadership, Organizational Culture, Work, Motivation, Competence, Employee Performance.

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INTRODUCTION

Everyone has potential in various activities that arise from himself or in learning in the organization to support his performance. Performance has an attachment to what someone does or doesn't do. The performance will affect the value of an employee's contribution to the achievement of his work ¹.

¹ (Eliyana et al . , 2019)

Performance can be used as a result of work completed that represents the level of achievement of fulfillment, expectations, and policies, which are determined within the organization ².

In the current digital era, many people have different talents for providing good performance results and need to be developed according to their competencies to achieve an organizational goal ³. Employee performance is an important variable for building an organization ⁴. Organizations will develop well when they have human resource performance that matches the needs of the organization. The performance will be behavior in a formal role to fulfill the duties and definitions of work and performance is considered a non-formal activity whose actions are outside the definition of work ⁵.

In supporting the success of an organization, a competent leadership figure is needed and in line with the vision and mission of the organization. A leader will pay attention to the attitudes and behavior of members in his organization to develop sustainable performance ⁶. Leaders who have competence will easily achieve goals in their organizations ⁷. Leadership has an important role in organizational goals to change the atmosphere of the organization in a better direction following the vision and mission of the organization ⁸. In today's global competition, competent leadership is needed to support organizations in increasing their competitiveness ⁹.

Apart from leadership, the culture within the organization also has an important role to play in improving an employee's performance by supporting a conducive working atmosphere, commitment and discipline are instruments for improving employee performance ¹⁰. Organizational culture can involve several founders who have corporate innovation ideas by bringing one or more people to form a core group that has the same vision and begins to act with members of the organization to build a new vision ¹¹. It is not an easy thing to change the culture in an organization, because it takes several employees who are strong enough to get used to changing the new culture and have an impact on other employees following this cultural change ¹². A good organizational culture will become a powerful tool to unite all employees to carry out joint activities in achieving organizational goals ¹³.

² Adita Anggarwati and Anis Eliyana, 'The Influence of Creative Self-Efficacy towards Creativity with Job Satisfaction as Intervening Variable at PT. Smile Island Surabaya', *International Journal of Economics and Business Administration*, III.Issue 1 (2015), 90–99 <<https://doi.org/10.35808/ijeba/65>>.

³ (Wagimin et al . , 2019)

⁴ Haradhan Kumar Mohajan, 'Sharing of Tacit Knowledge in Organizations: A Review', *American Journal of Computer Science and Engineering*, 3.2 (2016), 6–19.

⁵ Muhammed Abu Nasra and Khalid Arar, 'Leadership Style and Teacher Performance: Mediating Role of Occupational Perception', *International Journal of Educational Management*, 34.1 (2019), 186–202 <<https://doi.org/10.1108/IJEM-04-2019-0146>>.

⁶ (Pham et al . , 2019)

⁷ Nuning Nurna Dewi and Rudi Wibowo, 'The Effect of Leadership Style, Organizational Culture and Motivation on Employee Performance', *Management Science Letters*, 10.9 (2020), 2037–44 <<https://doi.org/10.5267/j.msl.2020.2.008>>.

⁸ Nansi Lidya Lolowang and others, 'The Effect of Leadership and Organizational Culture on Employee Performance That Is Educated by Motivation (Study on the Implementation Empowerment Programs in Jayapura City)', *Problems and Perspectives in Management*, 17.1 (2019), 268–77 <[https://doi.org/10.21511/ppm.17\(1\).2019.23](https://doi.org/10.21511/ppm.17(1).2019.23)>.

⁹ Hatane Samuel, Hotlan Siagian, and Stefanie Octavia, 'The Effect of Leadership and Innovation on Differentiation Strategy and Company Performance', *Procedia - Social and Behavioral Sciences*, 237.June 2016 (2017), 1152–59 <<https://doi.org/10.1016/j.sbspro.2017.02.171>>.

¹⁰ Lolowang and others.

¹¹ Fred Luthans, *Organizational Behavior, Hospital Administration*, 12th edn, 2009 <https://doi.org/10.5005/jp/books/10358_23>.

¹² Azza Bejaoui, *Corporate Leadership and Its Role in Shaping Organizational Culture and Performance*, 2019, 1.

¹³ Bambang Raditya Purnomo, Anis Eliyana, and Elvina Dyah Pramesti, 'The Effect of Leadership Style, Organizational Culture and Job Satisfaction on Employee Performance with Organizational Commitment

Work competence is an important factor in fostering employee motivation to improve performance according to their responsibilities¹⁴. In improving work competence an employee can carry out some self-development, including by actively participating in training activities provided within the organization¹⁵. Competence can be measured objectively to be able to assess the extent to which employees have the knowledge and skills to complete their responsibilities¹⁶. The work competence of an employee has the potential to result in personal qualities, general knowledge, and job-specific skills¹⁷.

Currently, there are still employees who have not optimally completed their work and need to be given strong motivation to improve their performance¹⁸. Therefore, an employee's work motivation needs to be increased to provide better performance results. In giving his best performance, an employee must have strong work motivation to be able to complete his duties and responsibilities at work. Motivation must be owned by every employee so that the workload is carried out properly following standard operating procedures within the organization¹⁹. Work motivation can be measured through intensity, direction, and individual persistence to achieve a goal. When work motivation is related to efforts toward the expected goals, it can be narrowed down to the focus of the goals to reflect the individual's single interest in work²⁰. Motivation is also an important thing in influencing employee performance²¹.

From several previous studies by²² who studied leadership, organizational culture, and work motivation on employee performance did not specifically examine work competence with work motivation as an intervening variable that has an impact on employee performance. In addition, many studies have been conducted on companies in the field of goods and services that are oriented towards company business profits, by making various kinds of improvements to an employee's performance which are considered to be able to provide benefits to the company. However, at present, there has been no research conducted on *non-profit agencies* that have an important role in terms of coordination and synchronization of policy implementation and supervision of the implementation of the duties and responsibilities of several ministries in Indonesia. With a diversity of characters and work competencies

as the Intervening Variable', *Systematic Reviews in Pharmacy*, 11.10 (2020), 446–58 <<https://doi.org/10.31838/srp.2020.10.68>>.

¹⁴ Ni Kadek Ayu Dwiyantri, Komang Krisna Heryanda, and Gede Putu Agus Jana Susila, 'Pengaruh Kompetensi Dan Motivasi Kerja Terhadap Kinerja Karyawan', *Bisma Jurnal Manajemen*, 5.2 (2019), 121–30.

¹⁵ Ryani Dhyana Parashakti and others, 'The Influence of Work Environment and Competence on Motivation and Its Impact on Employee Performance in Health Sector', *135.Aicmbs 2019 (2015)*, 259–67 <<https://doi.org/10.2991/aebmr.k.200410.040>>.

¹⁶ Rhian Indradewa, Wawan Dhewanto, and Jann Hidajat Tjakraatmadja, 'Alliance Strategy in R&D Contractual Projects for the Energy Sector: Perspective of the Knowledge and Resource-Based Views', *International Journal of Technology Transfer and Commercialisation*, 14.1 (2016), 1 <<https://doi.org/10.1504/ijttc.2016.10000761>>.

¹⁷ Olivia Furiady and Ratnawati Kurnia, 'The Effect of Work Experiences, Competency, Motivation, Accountability and Objectivity towards Audit Quality', *Procedia - Social and Behavioral Sciences*, 211 (2015), 328–35 <<https://doi.org/10.1016/j.sbspro.2015.11.042>>.

¹⁸ Endang Saefuddin Mubarak, 'The Effect of Organizational Culture and Work Motivation on Employee Performance: The Mediating Role of Job Satisfaction', *European Journal of Business and Management*, 2019, 69–79 <<https://doi.org/10.7176/ejbm/11-35-09>>.

¹⁹ Maartje Paais and Jozef R. Pattiruhu, 'Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance', *Journal of Asian Finance, Economics and Business*, 7.8 (2020), 577–88 <<https://doi.org/10.13106/JAFEB.2020.VOL7.NO8.577>>.

²⁰ Stephen R Robbins and Tomothy A Judge, *Organizational Behavior*, Akad.Kiado, Budapest, 2013.

²¹ Elvino Bonaparte do Rêgo, Wayan Gede Supartha, and Ni Nyoman Kerti Yasa, 'Pengaruh Kepemimpinan Terhadap Motivasi Dan Kinerja Karyawan Pada Direktorat Jendral Administrasi Dan Keuangan, Kementerian Estatal Timor Leste', *E-Jurnal Ekonomi Dan Bisnis Universitas Udayana*, 11 (2017), 3731 <<https://doi.org/10.24843/eeb.2017.v06.i11.p01>>.

²² Anggarwati & Eliyana (2015); Furiady & Kurnia (2015); Lolowang et al . (2019); Paais & Pattiruhu (2020); Parashakti et al . (2015) and Prussia et al . (1998)

of employees who are different and united in one agency to provide performance both individually and as an organization at the Coordinating Ministry for Politics, Law, and Security of the Republic of Indonesia. In addition, the Coordinating Ministry for Political, Legal, and Security Affairs also has an important role in coordinating several government agencies in Indonesia to oversee every policy, implementation of initiatives, and control of policies based on the national development agenda which is in line with the assignment of the President of the Republic of Indonesia. As well as proving whether the research conducted will have an impact on employee performance at the Coordinating Ministry for Politics, Law, and Security of the Republic of Indonesia.

RESEARCH METHODS

This research data collection uses a survey method by distributing questionnaires online through the Google Form application. Measurements were made using a Likert scale with a scale of 1 – 5 (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree). The leadership variable measurement adopted by Husna (2015) consists of 11 questions. The organizational culture variable adopted by Denison et al. (2015) includes 10 questions. The work competency variable adopted from Dharmanegara et al. (2016) contains 8 questions. Work motivation adopted by Lolowang et al. (2019) consists of 5 questions. And employee performance is adopted from Lolowang et al. (2019) includes 8 questions. The total measurement is 42 questions which can be seen in detail in Appendix 2 operational variables and Appendix 3 of the research questionnaire. Distributing the research questionnaire using a Likert scale with research correspondents of 210 employees at the Coordinating Ministry for Politics, Law, and Security of the Republic of Indonesia.

The population in this study are all employees at the Republic of Indonesia Coordinating Ministry for Political, Legal, and Security Affairs in 2022 with a total of 368 employees. This study was carried out in several stages, including conducting a pretest, determining the research model, conducting research, and confirming and analyzing the resulting data (Indradewa et al., 2016). Respondents in this study were conducted by taking samples using the purposive sampling method at the Coordinating Ministry for Politics, Law, and Security of the Republic of Indonesia. The data collection technique begins with distributing initial questionnaires to 30 respondents.

This research was conducted quantitatively using the Lisrel SEM (Structural Equation Model) method, in processing and analyzing the test data using SPSS 26 and Lisrel 8.80 software. This study conducted validity and reliability tests by conducting factor analysis on the SPSS 26 tool. The validity test was carried out to see the Kaiser-Meyer-Olkin (KMO) and Measure of Sampling Adequacy (MSA) values. Based on the processed results of the pre-test results, the researchers analyzed the validity and reliability test factors with SPSS. If the KMO and MSA values are more than 0.5, it means that the factor analysis is appropriate. The reliability test uses Cronbach's Alpha measurement where if the value is close to 1, the better (Hair et al., 2014). After the model is developed, it is continued by using the Lisrel 8.80 program to be able to estimate the research model that has been made and obtain the value of the test results. The results of the measurement of the KMO value were 0.741 to 0.883 and the measurement of the MSA value was 0.624 to 0.955 where the value obtained was greater than 0.5 which means that the factor analysis in the study was appropriate. The reliability test using Cronbach's Alpha measurement results is 0.845 to 0.967 with the results obtained closer to number 1, the better the results (Hair et al., 2014). The results of the pre-test using 58 questions with operational definitions of variables are in Appendix 2. On the leadership of 14 questions, only 11 questions were declared valid, on the organizational culture of 12 questions only 10 questions were declared valid, on work competence of 12 questions only 8 questions were stated valid, on work motivation out of 6 questions only 5 questions were declared valid, and employee performance out of 14 questions only 8 statements were declared valid. So that the questionnaire that was declared valid for research was 42 questions with pretest results data attached in Appendix 4. Therefore the research was conducted using the Lisrel SEM (Structural Equation Model) method by determining the number of research samples as much as 5 times the number of questionnaires (Hair et al. ., 2014). The number of samples in this study was 210 employees as

research respondent data at the Coordinating Ministry for Politics, Law, and Security of the Republic of Indonesia.

DISCUSSION

Relationship Between Model Variables

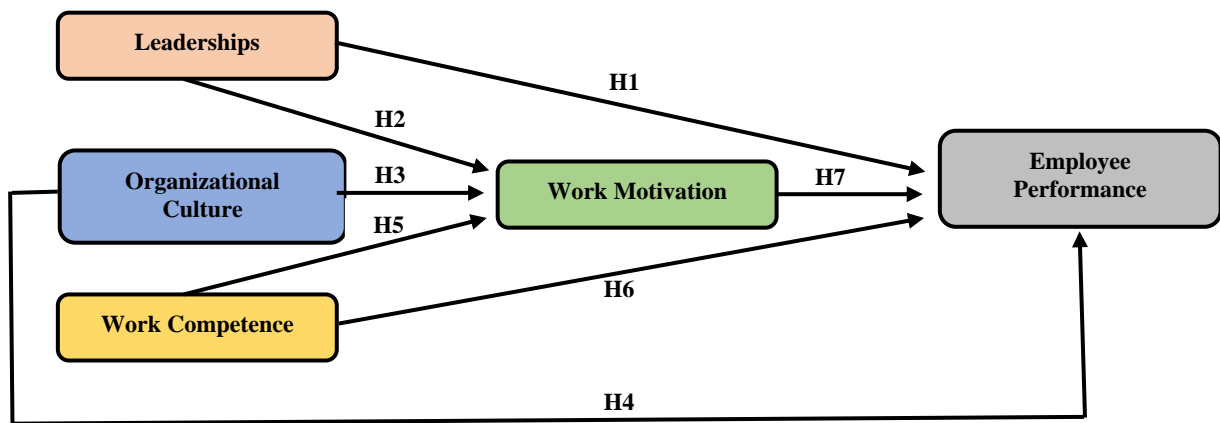


Figure 1. Research Model Constellation

1. The Influence of Leadership on Employee Performance

Leadership is an important factor in the organization to be able to have a positive influence on employee performance because leadership is an important factor in realizing employee satisfaction and performance²³. According to²⁴ that the relationship between leadership and employee performance shows a positive influence and can create innovation for an employee in improving his performance. The relationship between leadership can have a positive effect on employee performance, an employee will have the strength and confidence to work and make different decisions to create a work rhythm that is in line with the vision and mission of the organization²⁵.

The role of leadership is an important factor to be able to develop an organization, good leadership will have a positive effect on employee performance which directly impacts organizational goals²⁶. With leadership that is acceptable in the organizational environment, it will provide positive results on the performance of an employee in carrying out each of his duties and responsibilities²⁷. Based on some of the results of the studies above, the hypothesis proposed in this study is: **H1: Leadership Has a Positive Impact on Employee Performance**

²³ Paais and Pattiruhu.

²⁴ Samuel et al . (2017)

²⁵ N Iqbal, S Anwar, and N Haider, 'Effect of Leadership Style on Employee Performance', *Arabian Journal of Business and Management Review*, 5.5 (2015), 1–6 <<https://doi.org/10.4172/2223-5833.1000146>>.

²⁶ Djoko Setyo Widodo, 'Pengaruh Budaya Organisasi, Kepemimpinan Dan Kompensasi Melalui Motivasi Kerja Terhadap Kinerja Pegawai.', *Jurnal Manajemen Motivasi*, 13.2 (2017), 896 <<https://doi.org/10.29406/jmm.v13i2.723>>.

²⁷ Dewi and Wibowo.

2. The Influence of Leadership on Work Motivation

Leadership has a positive influence on employee motivation which directly has a positive impact on employee performance²⁸.²⁹ stated that leadership can increase an employee's work motivation with work innovation that grows from within him. Leaders within the organization must be able to provide concrete examples to be exemplified by their subordinates, therefore leadership will have a positive influence on employee performance within the organization³⁰.

Leaders who pay attention to their employees, become the main attraction for an employee to be able to receive directions in improving their performance³¹. The role of leadership in the organization can change the atmosphere of the organization to be more optimal and professional by encouraging and motivating employees to improve their performance in achieving organizational goals³². Based on some of the results of the studies above, the hypothesis proposed in this study is: **H2: Leadership Has a Positive Influence on Work Motivation**

3. The Effect of Organizational Culture on Work Motivation

Organizational culture will have a positive impact on employee motivation³³. Directing employees to have the skills to carry out their duties and responsibilities, will trigger an employee to want to make continuous work improvements which will indirectly improve his performance³⁴. Organizational culture will have a positive influence on employee motivation to be able to complete their tasks³⁵.

According to³⁶ organizational culture has a strong relationship and can have a positive influence on work motivation, through self-fulfillment, recognition, and support for every job one does. In line with this, a good organizational culture will influence an increase in an employee's work motivation in completing and achieving his performance targets³⁷. Based on some of the results of the studies above, the hypothesis proposed in this study is: **H3: Organizational Culture Has a Positive Influence on Work Motivation**

²⁸ G Ngurah Suteja Putra and I Gusti Ayu Manuati Dewi, 'Effect of Transformational Leadership and Organizational Culture on Employee Performance Mediated by Job Motivation', *International Research Journal of Management, IT and Social Sciences*, 6.6 (2019), 118–27 <<https://doi.org/10.21744/irjmis.v6n6.781>>.

²⁹ Taghipour & Dejban (2013)

³⁰ Zaenal Mustafa Elqadri and others, 'Effect of Leadership Style, Motivation, and Giving Incentives on the Performance of Employees—PT. Kurnia Wijaya Various Industries', *International Education Studies*, 8.10 (2015), 183–92 <<https://doi.org/10.5539/ies.v8n10p183>>.

³¹ Ficke H Rawung, 'The Effect of Leadership on the Work Motivation of Higher Education Administration Employees (Study at Manado State University)', *IOSR Journal of Business and Management (IOSR-JBM) e-ISSN:*, 15.1 (2013), 28–33.

³² Paais and Pattiruhu.

³³ Lolowang and others.

³⁴ Mubarok.

³⁵ Syamsul Arif, Zainudin, and Abdul Hamid K, 'Influence of Leadership, Organizational Culture, Work Motivation, and Job Satisfaction of Performance Principles of Senior High School in Medan City', *Budapest International Research and Critics Institute (BIRCI-Journal) : Humanities and Social Sciences*, 2.4 (2019), 239–54 <<https://doi.org/10.33258/birci.v2i4.619>>.

³⁶ Ciuhan & Alexandru (2014),

³⁷ Mochamad Albert Nurcahyo and Rhian Indradewa, 'Influence Of Organizational Culture, Work Discipline, And Work Environment On Employee Performance', *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, 5.3 (2022), 25521–33 <<https://doi.org/10.33062/mjb.v6i2.464>>.

4. The Effect of Organizational Culture on Employee Performance

According to ³⁸organizational culture has a positive influence on employee performance. In line with ³⁹that organizational culture will have a positive impact on employee performance. Organizational culture is also understood as behavior that can be accepted and developed as learning in overcoming problems internal and external integration, therefore organizational culture will be able to have a positive influence on an employee's performance (⁴⁰.

The higher the efforts to build a good organizational culture, the more values, beliefs, and attitudes will sharpen in achieving employee performance ⁴¹. The strength of a good organizational culture will trigger an employee to improve his performance ⁴². A strong organizational culture will trigger employees to think and behave following organizational values ⁴³. Based on several studies above, the hypothesis proposed in this study is: **H4: Organizational Culture Has a Positive Influence on Employee Performance**

5. Effect of Work Competence on Work Motivation

The role of work competence within the organization has a positive effect on employee motivation to improve performance ⁴⁴. Employees who have good work competence will have a positive influence on work motivation to increase their interests and talents in achieving their performance ⁴⁵. The work competence of an employee has a positive influence on work motivation through several ongoing training and education to increase motivation so that they have the desire to give their best performance ⁴⁶.

Work competence has a positive impact on work motivation and has an important role in the learning process and improving employee performance because the competence possessed by an employee can have a positive influence on employee motivation to show his performance ⁴⁷. In addition, the factors of work competence and work motivation also influence each other on the achievement of employee performance ⁴⁸. Based on several studies above, the hypothesis proposed in this study is: **H5: Work Competence Has a Positive Effect on Work Motivation**

³⁸ Niam & Shah (2019),

³⁹ Lolowang et al . (2019)

⁴⁰ Mubarok.

⁴¹ (Susanto, 2015)

⁴² Syafriadi Cut Ali and Tantri Yanuar Rahmat Syah, 'Organizational Culture and Motivation over Mediated Performance by Organizational Commitment', *Journal of Multidisciplinary Academic*, 3.4 (2019), 85–90.

⁴³ Nurhasanah Nurhasanah, Jufrizen Jufrizen, and Zulaspan Tupti, 'Pengaruh Etika Kerja, Budaya Organisasi Dan Beban Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening', *Jesya (Jurnal Ekonomi & Ekonomi Syariah)*, 5.1 (2022), 245–61 <<https://doi.org/10.36778/jesya.v5i1.618>>.

⁴⁴ Parashakti and others.

⁴⁵ Acep Dedi Supriadi, Suharto Suharto, and Sodikin Sodikin, 'The Effect of Competence and Organization Culture to Employee Performance with Motivation as the Mediation Variable in the Directorate General of Fiscal Balance Ministry of Finance, Indonesia', *Jurnal Perspektif Pembiayaan Dan Pembangunan Daerah*, 5.4 (2018), 325–36 <<https://doi.org/10.22437/ppd.v5i4.4606>>.

⁴⁶ Uli Dumai and others, 'Affect Analysis of Work Load, Competence to Work Motivation with Compensation as Intervening Variables of Nurse Care Implementation in Ananda Hospital ...', *International Journal of Science and Research (IJSR)*, 9.8 (2020), 292–301 <<https://doi.org/10.21275/SR20802165518>>.

⁴⁷ R. A. Zubaidah, Siswoyo Haryono, and Udin Udin, 'The Effects of Principal Leadership and Teacher Competence on Teacher Performance: The Role of Work Motivation', *Quality - Access to Success*, 22.180 (2021), 91–96.

⁴⁸ DwiYanti, Heryanda, and Susila.

6. Effect of Work Competence on Employee Performance

According to ⁴⁹that employee work competence can have a positive influence on employee performance. Work competence has an important role in achieving an organizational goal through the ability and performance of an employee. Referring to ⁵⁰work competence needs to be improved in job mastery and management of an organization that can provide direction and rules for employees to do their work so that employees are more confident at work and motivated to improve their performance. The competence of an employee will be able to have a positive influence on employee performance if the organization can survive using a strategy to be able to respond to any changes that occur internally and externally in the organization ⁵¹.

The relationship between work competence and employee performance has a positive influence, where there is a match between the work competencies possessed by an employee and the suitability of his job so that employees can achieve their performance targets ⁵². Other studies also explain that work competence and The good attitude of an employee will have a positive impact on his performance ⁵³. Based on some of the results of the studies above, the hypothesis proposed in this study is: **H6: Work Competence Has a Positive Effect on Employee Performance**

7. The Effect of Work Motivation on Employee Performance

motivation can be a trigger in increasing satisfaction and quality of work which has a psychological impact on organizational strategy in various business operations ⁵⁴. Work motivation is related to achieving employee performance achievement. Referring to ⁵⁵work motivation has a positive influence on employee performance. According to ⁵⁶, Work motivation is very influential on current employee performance and cannot be underestimated, because the importance of intrinsic motivation and current extrinsic rewards is the best choice to motivate employees to improve performance and maintain it to support the achievement of organizational goals.

Work motivation will have a positive impact on an employee to work and compete to improve his ⁵⁷. Higher work motivation will be impacted by the high performance of an employee, therefore work motivation has a positive influence on employee performance ⁵⁸. Based on some of the results of the studies above, the hypothesis proposed in this study is: **H7: Work Motivation Has a Positive Influence on Employee Performance**

Respondents to this study were employees from each deputy at the Coordinating Ministry for Political, Legal, and Security Affairs of the Republic of Indonesia. Respondents in this study were 210 employees. From the employee profile data on distributing the questionnaires, 64.9% were male and 35.1% were female. With an employee age range of 18-25 years of 3%, 26-35 years of 28.2%, 36-45 years of 23%, 46-55 years of 41.7%, and with an age range of more than 55 years of 4.1%. Information on the educational background of high school or equivalent is 14.6%, Diploma III is 7.2%, Strata I is

⁴⁹ Sriekaningsih & Setyadi (2015)

⁵⁰ Parashakti et al . (2015)

⁵¹ Rahmat Sabuhari and others, 'The Effects of Human Resource Flexibility, Employee Competency, Organizational Culture Adaptation and Job Satisfaction on Employee Performance', *Management Science Letters*, 10.8 (2020), 1777–86 <<https://doi.org/10.5267/j.msl.2020.1.001>>.

⁵² Sethela June and Mahmood Rosli, 'The Relationship Between Role Ambiguity, Competency and Person Job Fit With The Job Performance of Employees in The Service Sector SMEs in Malaysia', *Business Management Dynamics*, 1.2 (2011), 79–98.

⁵³ Zubaidah, Haryono, and Udin.

⁵⁴ Paaís and Pattiruhu.

⁵⁵ Lolowang et al . (2019)

⁵⁶ Hee et al (2016)

⁵⁷ Mubarak.

⁵⁸ Ali and Syah.

55%, Strata II is 21%, and Strata III is 2.2%. Employees with a working period of fewer than 5 years are 15.5%, 5 to 10 years is 46.4%, 11 to 15 years is 26%, and more than 15 years is 12.2%.

Based on the recommendation⁵⁹ that the measurement of construct validity in this study is acceptable and declared valid because the variable value has a minimum *loading factor value* of 0.50. On the results of the test data *construct reliability* (CR) and *variable extracted* (VE) can meet the reliability requirements if the value of *construct reliability* (CR) is above 0.6 and the value of *variable extracted* (VE) is above 0.5⁶⁰. The results of the test data obtained on the variable Leadership (CR = 0.82; VE = 0.60), Organizational Culture (CR = 0.861; VE = 0.61), Work Competence (CR = 0.860; VE = 0.61), Work Motivation (CR = 0.829; VE = 0.62), and Employee Performance (CR = 0.90; VE = 0.61). So that the test results obtained show that all variables have fulfilled the reliability requirements.

The results of the suitability test analysis, most of them showed a good match including at $X^2/df = 4576.36$; *degrees of freedom* = 160; Chi-Square = 415.24; RMSEA = 0.087; ECVI = 2.47; AIC = 515.24; CAIC = 732.60; NFI = 0.91; Critical N = 107.78 and GFI = 0.83. Based on these results, it shows the overall fit of the model (Goodness of Fit), even though some values are at the level of marginal fit. The overall data can be seen in Appendix 5 and the test results have been described in the Path Diagram in Figure 2. Presentation of the complete data and results of the research hypothesis in Table 1.

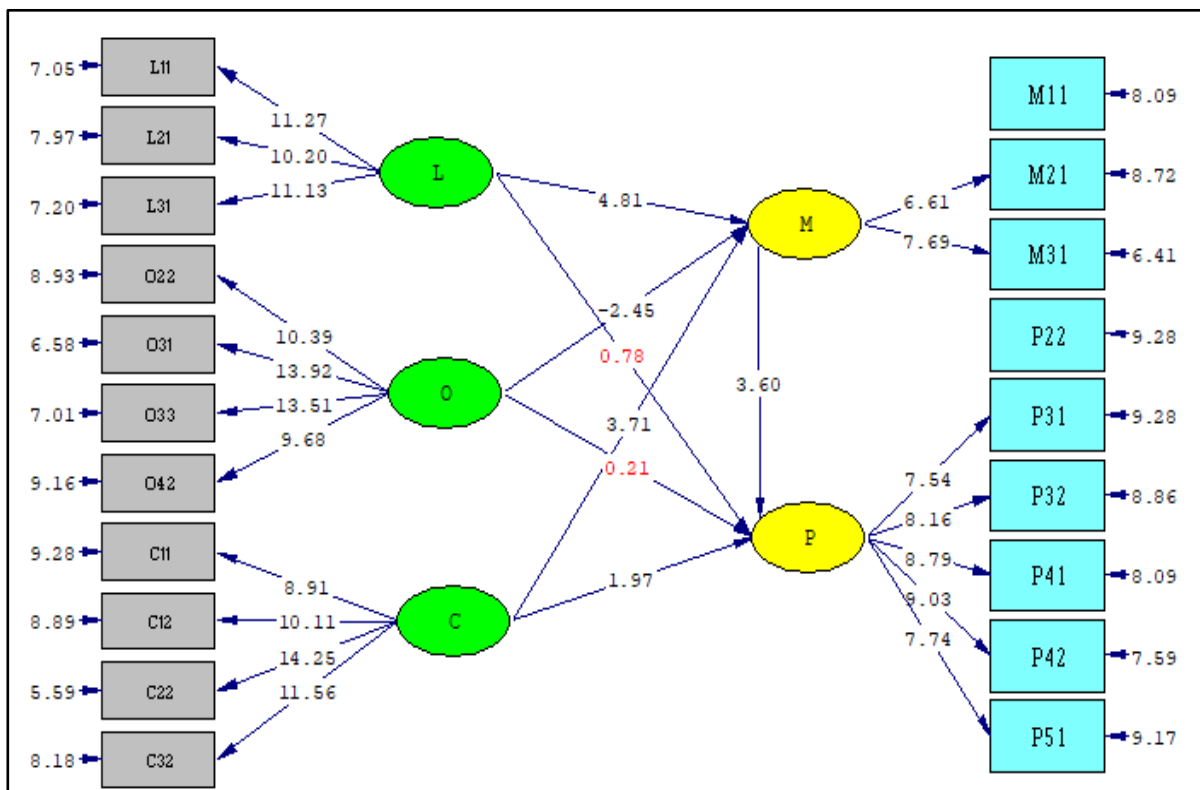


Figure 2. Results Path Diagram T – Values

Table 1. Model Hypothesis Test

Hypothesis	Hypothesis Statement	Score T-Values	Information
H1	Leadership has a positive effect on employee performance	0.78	The data do not support the hypothesis

⁵⁹ of Hair et al . (2014)

⁶⁰ Hair and others.

H2	Leadership has a positive effect on work motivation	4.81	The data support the hypothesis
H3	Organizational culture has a positive effect on work motivation	-2.45	The data support the hypothesis
H4	Organizational culture has a positive effect on employee performance	0.21	The data do not support the hypothesis
H5	Work competence has a positive effect on work motivation	3.71	The data support the hypothesis
H6	Work competence has a positive effect on employee performance	1.97	The data support the hypothesis
H7	Work motivation has a positive effect on employee performance	3.60	The data support the hypothesis

Source : Research Results

Based on the research hypothesis testing data, the research results are in Appendix Table 1. It was found that not all variables had test scores with T-Values above 1.96, which contained three hypotheses namely, Hypotheses 1, 3, and 4 and the other four variables support the research hypothesis that has been made. Complete information on research using the *Lisrel Structural Equation Models (SEM)*.

Testing each variable aims to explore and examine the relationship between leadership variables, organizational culture, and work competence on employee performance which is mediated by work motivation. The relationship between leadership does not affect employee performance. Referring to previous research showing that leadership will have a positive and significant effect on improving employee performance when a leader can meet the needs of his employees and has high integrity and adequate managerial skills so that it is accepted and recognized by every employee⁶¹. The attention of a leader will encourage an employee to increase his work motivation to complete his duties and responsibilities⁶². The higher the value of leadership in the organization will have a positive impact on employee performance, a leader can participate actively in every activity in the organizational environment which hopes to build communication with each employee and involve employees in the process of planning, making, and setting goals so that employees can see goals in work⁶³.

Leadership plays an important role in the progress of the organization, with the influence of leadership that can give attention and care to employees, it will make employees more confident to be able to speak and be constructive in completing their work⁶⁴. Unlike the case with leadership which has no effect on employee performance at the Republic of Indonesia's Coordinating Ministry for Political, Legal, and Security Affairs. The diversity of agency origins is one of the important factors for an organization to be able to achieve its goals, with various existing organizational cultures, adaptation is needed to adapt to the new organizational culture at the Coordinating Ministry for Political, Legal and Security Affairs to build an effective and efficient work team. Leaders who have experience in various previous agencies where they worked, will easily understand each member and their work team in building a harmonious and aligned team in achieving organizational goals. It can be concluded that a leader will have a strong influence on the achievement of the performance of his employees, by giving attention, playing an active role, and holding routine activities to monitor whether the work being done

⁶¹ (Lolowang et al, 2019)

⁶² (Wolor et al, 2020)

⁶³ Masduki Asbari, Agus Purwanto, and Priyono Budi Santoso, 'Influence of Leadership, Motivation, Competence, Commitment and Culture on ISO 9001:2015 Performance in Packaging Industry', *Scholars Journal of Economics, Business and Management*, 6.12 (2019), 577–82 <<https://doi.org/10.36347/sjebm.2019.v06i12.005>>.

⁶⁴ (Susanto et al., 2020)

is difficult in line with organizational goals. The results of this test do not prove that there is an influence between leadership which can improve employee performance.

Testing on leadership that has a positive influence on work motivation. A leader who can encourage employees at the Coordinating Ministry for Political, Legal, and Security Affairs of the Republic of Indonesia to increase work motivation will improve individual performance. Providing concrete examples and encouraging employees to take part in training and self-development, will have a positive effect on employees to have better work motivation in achieving their work targets. Leadership actors can have a positive influence on employee motivation, so that they can achieve their performance by changing the organizational atmosphere to be optimal, professional, and directed in achieving organizational goals⁶⁵. The results of this test prove that leadership can have a positive influence on work motivation.

The test results on organizational culture variables have a decreasing impact on an employee's work motivation. The organizational culture at the Coordinating Ministry for Political, Legal, and Security Affairs of the Republic of Indonesia is currently still unable to significantly encourage each employee to be able to have sufficient work motivation to maximize self-potential and develop the competence of each employee. Organizational culture essentially has a philosophy, ideology, and values, which are owned by all employees who are bound to the organizational environment. At present, the diversity of employee institutions that unite the vision and mission to achieve organizational goals still does not have a significant enough influence on the motivation that grows within an employee. So the current influence of organizational culture reduces employee motivation. Nevertheless, the Coordinating Ministry for Politics, Law, and Security of the Republic of Indonesia continues to focus on developing the competence of each employee and provides opportunities for each employee to be able to increase their potential in an employee by providing various types of training, career development, comparative studies with relevant technical ministries that can provide benefits for self-development and new insights that every employee can have⁶⁶. So the results of this test prove that organizational culture will reduce an employee's work motivation.

Findings on organizational culture that do not affect employee performance. With the relationship between organizational culture and employee performance, the correlation cannot be understood properly and will have an impact on decreasing job satisfaction which will also have a direct effect on employee performance.⁶⁷ Organizational culture is currently an important factor to support the success of an organization, by building a strong organizational culture as indicated by the behavior of an employee at work will have a positive influence on the progress of an organization⁶⁸. Building an organizational culture that is active in every activity by involving every employee, will be a supporting factor in being able to give employees the confidence to complete their duties and responsibilities⁶⁹.

The recognition and appreciation of employee performance, establishing effective communication and implementing each organization's work programs combined with various training and self-development for all employees at the Coordinating Ministry for Political, Legal, and Security Affairs of the Republic of Indonesia will be an encouragement for an organization to be able to achieve good performance for every employee as well as organizational goals. The diversity of employees at the Coordinating Ministry for Political, Legal, and Security Affairs of the Republic of Indonesia come from various kinds of government agencies and are united in all forms of thought to build clear goals for the creation of organizational goals. It can be concluded that the results of this exploration prove that organizational culture does not affect employee performance.

⁶⁵ Putra and Dewi; Paais and Pattiruhu.

⁶⁶ Parashakti and others.

⁶⁷ Bejaoui, I.

⁶⁸ Lolowang and others.

⁶⁹ Dewi and Wibowo.

The test results on the work competency variable have a positive effect on work motivation. An employee who has good work competence with mastery of work on their main tasks and functions who always want to improve for the better, and balanced by an organization that provides adequate facilities and socialization on an ongoing basis will give confidence in decision making and are motivated to continuously improve their performance ⁷⁰. In line with this, according to ⁷¹that with the role of the organization in providing job descriptions to employees, it will have a positive impact on an employee's self-motivation to be able to give his best performance in achieving individual goals that are in line with organizational goals. Good work competence of an employee at the Coordinating Ministry for Politics, Law, and Security of the Republic of Indonesia shows that it can have a positive influence on employee motivation to be able to work towards achieving individual goals and organizational goals. The results of this test prove that work competence has a positive effect on work motivation.

On the findings of work competencies that have a positive influence on employee performance. Employees who have good work competence will have a positive impact on giving their best performance. Employees who have self-confidence and mastery of tasks and responsibilities at work will easily complete and provide good performance results for the organization. The confidence of an employee with the competence he has will also easily complete every job given and make every strategic decision regarding his duties and responsibilities. Work competence possessed by an employee will make breakthroughs to achieve targets by providing job satisfaction with his duties and responsibilities (Sabuhari et ⁷². The higher work competence of an employee will have a positive effect on his performance ⁷³. It can be concluded that work competence has a positive influence on employee performance.

Another finding is on work motivation which has a positive effect on employee performance. Work motivation is possessed by an employee to be able to have a positive impact on the organization which will be a trigger in increasing satisfaction and quality of employee performance ⁷⁴. Various kinds of organizational strategies to develop various work programs and business operations such as providing additional incentives to employees for work results that exceed expectations, recognition for employee success in achieving their performance, and promotions offered to employees who excel can be a good trigger for the organization to encourage every employee to improve their performance. Work motivation organizations need to pay close attention to conducting ongoing employee training, and job rotation in certain positions so that employees do not feel bored with the tasks and responsibilities given and employees will get used to new habits and develop their competencies so that employees are more confident and not afraid of job changes ⁷⁵. This test proves that work motivation has a positive effect on employee performance.

CONCLUSION

Results of this study indicate that the two variables have no relationship. First, in testing leadership variables that are not related to employee performance, however, leadership variables will be related and have a positive influence on improving employee performance through the mediation of work motivation variables. A leader who can give attention and opportunities to his employees in various kinds of training and self-development will have a positive impact on work motivation, which indirectly improves employee performance. Second, in testing organizational culture variables it is not related to employee performance, with high organizational culture values will also reduce an employee's work motivation to be able to give their best performance. Unlike the case with organizational culture variables which have a relationship to employee performance through the mediation of work motivation.

⁷⁰ Lolowang and others.

⁷¹ Parashakti et al . (2015)

⁷² al, 2020)

⁷³ (Parashakti et al, 2015)

⁷⁴ Paais and Pattiruhu.

⁷⁵ Nurcahyo and Indradewa.

With the attention, support, and recognition of an organization for employees by involving all employees in carrying out organizational activities and meeting the needs of employees in supporting their work, there will be an attachment and confidence of an employee at the Coordinating Ministry for Politics, Law, and Security of the Republic of Indonesia to be able to provide achieving the best performance. Supported by various work competencies possessed by an employee, it will be able to have a positive and sustainable impact on organizational goals to be able to compete in increasing the value of quality legal services and developing a legal culture in the Republic of Indonesia.

The results of other studies also found that good work competence will have positive implications for work motivation and employee performance. Good work competence of an employee will influence the achievement of employee performance in the organization. The reason is that an employee will easily complete his duties and responsibilities through confidence and skills in making decisions following the mastery of work competencies that are in line with the rules that have been set. An employee's self-confidence must of course be balanced with the competence he has so that every decision taken does not have a negative influence on organizational goals. Through self-confidence, an employee will be able to easily make various kinds of breakthroughs in achieving the set goals with maximum results.

The limitations in this study indicate several directions for improvements to be made in the future, namely with the limited research conducted only at the Coordinating Ministry for Political, Legal, and Security Affairs so that in the future testing can be carried out on various related agencies in the field of National Security and Defense, the Law and Human Rights Sector, and or Ministries that have the role of coordinating and synchronizing various ministry affairs in Indonesia. In addition, it is necessary to improve research, so that further research can use different research models and frameworks such as *Job Embeddedness* and *Perceived Organizational Support variables*.

The managerial implication in the results of this study is that leadership has an important role in the organization so that every employee can carry out their duties following the expectations and goals of the organization. A leader can influence employee performance if in the process he can participate actively in every activity and continuously monitors every job his employees do. Leaders who can provide concrete examples of the work given and have the skills to provide direction in completing each task and responsibility of their employees. By giving more attention to employees, employees will be more motivated in completing their tasks properly, as well as increase their confidence of an employee to complete each job. Leadership in an organization also needs to pay attention to the balance between tasks and the health conditions of its employees.

In an organization, it is necessary to encourage every employee to create innovations or new ideas at work, so that an employee can easily carry out the tasks given by the leadership. Good innovation will provide benefits to employees and also to organizational goals. This also needs to be supported by the organization by holding routine employee training and self-development activities intended for all employees, so that every employee in the organization will be able to deal with any changes in all aspects and easily adapt to these changes. So that with continuous training and self-development, an employee will provide new ideas for each task and responsibility given by the leadership. By holding routine sports activities, *quality gatherings*, and *comparative studies with several other relevant agencies so that each employee has new insights and perspectives outside of the work he routinely does*. So that employees have good confidence in analyzing and completing their duties and responsibilities to improve individual and group performance.

Another finding in the results of this research is work competence which has a proven positive effect on work motivation and employee performance. The research conducted proves that good work competency variables will have a positive influence on high work motivation and performance according to organizational expectations. It is hoped that the organization can also provide regular training and self-development to be able to increase the potential of each employee, and other benefits are also being able to prepare new prospective leaders for the regeneration process, of course with a panelist process and talent search for the best employees in line with the regulations set by the Personnel Agency Republic of Indonesia.

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