

Research.

## The Impact of Leadership, Work Culture and Motivation Region of District Legislature Employees

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**Abstract.** This study was conducted to determine the effect of leadership, work culture and motivation on the performance of employees of the Bantaeng Regency DPRD Secretariat. The research method is quantitative. Data analysis techniques using multiple linear regression leadership with a t-test of  $2.227 > t\text{-table } 2.021$  with a significance of  $0.032 < 0.05$  this study proves that leadership affects the performance of employees of the Bantaeng Regency DPRD Secretariat. Then work culture with a t-test of  $3.355 > t\text{-table } 2.021$  with a significance of  $0.002 < 0.05$  this study proves that work culture affects the performance of employees of the Bantaeng Regency DPRD Secretariat. Motivation with a t-test of  $9.745 > t\text{-table } 2.021$  with a significance of  $0.000 > 0.05$ , this study proves that motivation affects the performance of employees of the Bantaeng Regency DPRD Secretariat. In accordance with the coefficient of determination ( $R^2$ ) of 0.874. This proves that the performance of the Bantaeng Regency DPRD Secretariat employees has a relationship of 87.4% with leadership, work culture and motivation, while the remaining 12.6% is influenced by other factors not examined in this study. The results of this study can be understood that motivation is a form of encouragement that directs the apparatus to carry out an activity that shows its performance at work. Without motivation, there will be no activity so that employees will tend to be passive. Therefore, employees who have high work motivation will tend to do many activities that can lead to better performance. Motivation is also the willingness of employees to expend high levels of effort towards organizational goals. Motivation can take the form of power, affiliation and achievement motivation. With motivation, individuals will be encouraged to develop creativity and actualize all the abilities and energy they have to get the job done.

**Keywords:** *Leadership, Work Culture, Motivation, and Performance*

### INTRODUCTION

An organization's performance is greatly impacted by human resources. Employee execution is the main factor that determines the success of an organization. Every organization/agency will always make an effort to receive the highest output from its staff, in the hope that the goals of an organization will be achieved. There are negative factors that can reduce employee performance, including the declining desire of employees to achieve work performance, lack of punctuality in completing work so that they do not obey the rules, and the absence of examples that should be used as a reference in achieving good work

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performance. According to Anung Pramudyo (2010 p. 87) To be able to show good performance, several things are needed such as strong drive, sufficient skill, capable guidance, and an environment at work that encourages workers to up their game.

Furthermore, another factor that affects employee performance is organizational culture William M. Mercer in Desseler (2007) formulates organizational culture as: A manifestation of a synthesis of factors from the fundamental convictions of the organization, the values of expectations and certain patterns of action. According to Goldstein (2007) organizational culture is the totality of behavior patterns and mindset characteristics of an organization's employees, beliefs, services, behaviors, and actions of employees.

Then, the motivation factor is also a determinant in improving employee performance. According to Ghozali (2016) The process of motivation involves a willingness to do elevated levels of effort to fulfill organizational objectives subject to the capacity of these efforts to satisfy the needs of a number of individuals. Meanwhile, according to Siswanto (2010) that motivation is often formulated as a need, desire (want), drive, or impulse in an individual. Motivation is an effort to improve ASN performance; performance achievement will be low if there is no motivation. Conversely, if ASN has strong drive to work, the level of employee output will also be elevated, in order for organizational commitment will also be higher.

Based on the results of preliminary observations of research at the Bantaeng Regency DPRD Secretariat, employee performance is not optimal as seen from several indicators, including the existence of employees in carrying out their duties who still procrastinate work, even though it must be completed immediately so that the work process is often delayed and can even cause employees to feel disadvantaged due to the delay, then lack of compliance with apparatus discipline regulations so as to hamper the performance of the apparatus itself, Furthermore, the lack of responsibility in employees towards their duties and obligations due to the existence of employees who have been long enough in one particular unit so that they take work lightly and feel they know better than others, causing the quality of work achieved to be perfunctory and the low work results achieved by employees because there are employees who do not understand their roles and functions due to limited knowledge and abilities due to the placement of staff members who don't follow their backgrounds and factors, namely the low initiative of employees in carrying out their duties due to the non-empowerment of employees who have the capacity in accordance with their field of work.

In line with several studies that link leadership to employee performance, the application of appropriate in both public and commercial sectors, effective leadership is critical to the success of any business. An organization with competent leadership will be able to accomplish its objectives quickly and effectively by (Nasution and Ichsan, 2021). Furthermore, work culture on employee performance that the effect of communication and organizational culture on job satisfaction and how that affects worker performance at PT. Usaha Makalingga Mandiri in Jakarta. The positive or indirect impact of organizational culture and communication on employee performance by (Sugiono and Tobing, 2021). As well as motivation on employee performance shows that communication and motivation have a substantial impact on workers' performance, partly and concurrently in the field of emergency handling BPBD Serang Regency by (Wandi, 2022).

## **LITERATURE REVIEW**

### **Leadership**

According to Hutahaen and SE (2021) leadership can basically be seen from a variety of points of view. When viewed from the angle of leader behavior, leader behavior forms a continuum from autocratic to democratic traits.

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According to Hutahaen and SE (2021), Being a leader is about having the ability to influence others workers to labor, accomplish your aims and objectives. The leader considers himself the most powerful, the most capable, while subordinates are considered the executors of decision decisions only. In this case, subordinates want to do the will of their leaders even though they may not personally like it.

According to Purba, et al (2021), leadership is the capacity to persuade a group to pursue objectives. The origin of power may be formal, such as those given to managerial positions in the organization.

Meanwhile, according to Sifat (2023) that being a leader is all that it takes to a person who makes an attempt to change someone else's or a group's behavior with the intention of achieving personal objectives, friends' objectives, either independently or in conjunction with organizational objectives that may be the same or different.

Bormasa and Sos (2022) suggest that leadership indicators consist of:

- 1). Attention: is an activity that a person does in relation to the selection of stimuli in his environment.
- 2). Professionalism: is a view or mentality in the form of a profession's members' dedication to consistently recognize and enhance the excellence of carrying out the occupation in accordance with the code of ethics.
- 3). Responsibility: the ability to set an attitude towards an action or task that is developed and the ability to bear the risk of an action taken.

### **Work Culture**

Organizational culture: Culture is notoriously a difficult concept to formulate. Krober & Kluckhohn in Wahyudi (2021) identified 164 different definitions of culture. Meanwhile, Yasir and Maulida (2022) define culture as "the influence of Islamic values on the organizational culture" of people in an environment.

Bicer (2022) formulates organizational culture as: An expression of a combination of influences from the basic beliefs of the organization, the values of certain expectations and action patterns. According to Lepeley, et al (2021) organizational culture is the totality of behavior patterns and mindset characteristics of an organization's employees, beliefs, services, behaviors, and actions of employees.

According to Bejaoui (2020) leadership behavior is included in organizational culture, one of the elements of organizational culture is the performance of employees who stand out as important in the organization. Widarko, A., & Anwarodin (2022) use the term organizational philosophy which is the same as organizational culture. Ipinazar, et al (2021) mention organizational culture as a shared experience, history, beliefs and norms that characterize the organization.

Culture applies certain dimensions or characteristics Taghizadeh, et al (2020) proposed ten characteristics which if mixed and matched will take the essence of an organizational culture as the primary traits that set apart organizational culture, specifically:

1. Individual initiative. the degree of accountability, liberty, and self-reliance possessed by people;
2. Acceptance for risky action. The degree to which workers are motivated to behave boldly, creatively, and daringly;
3. Direction. The extent to which the organization creates clear goals and expectations regarding performance;
4. Integration: The degree to which units are contained in the organization are motivated to collaborate in a coordinated way;
5. How much leaders Give clear instructions, help, and support to their lower-ranking employees;
6. Control the quantity of guidelines and direct employing supervision to keep an eye on and manage worker conduct;

7. Determine the extent to which employees determine with their organization overall rather than with a particular work team or field of specialization for professionals;
8. System of rewards. The extent to which employee performance factors, rather than seniority, determine the distribution of rewards (such as wage increases and promotions), favoritism and so on,
9. Acceptance of disagreement. The degree to which workers are encouraged to publicly voice disagreement and criticism;
10. Communication - Communication patterns: The extent which corporate communication belongs to limited by official power structures.

From the various theories and descriptions above, it is found that researchers will use variables from the basic assumption dimension as a measuring tool as stated (Bicer, 2022). The basic assumption dimension shows what members believe to be true and therefore affects what they understand, think and feel.

### **Motivation**

According to Veithzal Sanaba, et al (2022) that motivation is an influential condition that arouses, directs and maintains behavior related to the work environment. Meanwhile, according to Mona and Kurniawan (2022), motivation is a condition or energy that drives employees who are directed or aimed at achieving the company's organizational goals.

According to Herzberg's theory in Ningrum (2022) there are two components to motivation including drivers of motivation or what is often called personal drive and hygienic considerations or what is often called There are two dimensions to extrinsic motivation.

Motivation that originates from within an individual is called intrinsic motivation; it is often referred to as motivational factors. As stated by Herzberg in Ningrum (2022) They fall under the category of motivating elements, among others, are: 1. The accomplishment (or work achievement) of an employee is their ability to finish assigned responsibilities. 2. The goal of self-improvement, or advancement, is to pursue a profession in finance. 3. Work itself is defined as a range of tasks with authority over procedures and approaches. 4. Employees receive recognition when they receive recognition as people, High achievers receive recognition and prizes.

Motivation from without is motivation that originates from outside of oneself which also determines a person's actions in one's the hygiene factor theory of life. As stated by Herzberg in Ningrum (2022) which are classified as hygiene factors, among others, are as follows: 1. Rules established by management are known as company policy handle when performing tasks. 2. Peer relationships (relationship along with coworkers) is the exchange of information among workers to accomplish tasks. 3. Security at work is an individual workers' opinions on employee variability in the worth of rewards, regional transfers as well as termination opportunities. 4. Connection with the supervisor is the positive or negative interactions with the company's bosses. 5. Pay is the monetary **compensation received by employees** comprising pay, premiums for bonuses, and benefits.

Yolinza & Marlius (2023), suggest that motivation indicators are:

1. Affiliation: is the desire for friendly relations and interpersonal closeness.
2. Power: is an ability to achieve a goal that is clearly different from different goals.
3. Reward: is something that is given to someone because they have achieved the desired performance.

### **Performance**

Etymologically, performance comes from the word performance. As stated by Mulia (2021) that the term performance comes from the word job performance or actual performance (work performance or actual achievement achieved by a person), namely the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

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Broadly speaking, performance can be understood as the results of work that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities, in order to achieve the objectives of the organization concerned legally, not against the law, and in accordance with morals and ethics.

According to Moko, et al (2021) performance is the implementation of the plan that has been prepared. Performance implementation is carried out by human resources who have the ability, competence, motivation and interests. How the organization values and treats its human resources will affect their attitudes and behavior in carrying out performance. The performance of employees will have a direct impact on the progress or decline obtained by the company.

Performance is the result of work achieved by a person based on worker requirements. A worker has certain requirements to be carried out in achieving goals which are also known as job standards. Performance is the result or level of one's overall success during a certain period in carrying out tasks compared to various possibilities, such as work result standards, targets or goals or criteria that have been determined in advance and agreed upon (Chairunnisah & Mataram, 2021).

According to Moko, et al (2021) Performance measurement needs to be carried out to determine whether there is a deviation in performance from the predetermined plan, or whether the performance can be carried out according to the specified time schedule, or can the performance results be achieved as expected.

Proper performance measurement can be done by:

- a) Ensuring that customer requirements are met.
- b) Seeking performance standards to create comparisons.
- c) Organizing distance for people to monitor performance levels.
- d) Establishing the importance of quality issues and determining what needs to be prioritized.
- e) Avoiding the consequences of low quality.
- f) Consider the use of resources.
- g) Seek feedback to encourage improvement efforts.

Pangestu, et al (2022) suggest that indicators of performance can be seen from:

1. Quality: is the totality of facilities and characteristics of a product or service that meet the needs, expressed or implied....
2. Quantity: is any form of unit of measure related to the amount of work and is expressed in numerical size or commensurate with numbers.

## **Hypothesis**

### **Leadership on employee performance**

Leadership obtained significant and influential results. This shows that the direct influence of leadership variables is able to influence the performance of DPRD Secretariat employees. Research and research on leadership research results state that the application of appropriate leadership is an important thing for the success of every organization, both in government and private organizations / agencies. A leader is one who leads by doing the work every day. Various leadership styles are born from the development of leadership theory, all of which lead to the achievement of organizational/agency goals as previously set. The right leadership in an organization will lead the organization to achieve its goals effectively and efficiently by (Nasution and Ichsan, 2021). Then leadership plays an important role in the organization. The success or failure of an organization is determined by the resources in the organization. In addition, the factor that plays an important role is the leadership factor. The main role of leadership is to influence others to achieve predetermined goals. In an organization or group really needs a leader who has the ability to

play a role in improving the ability of its human resources. Therefore, leaders in an organization should play as much a role as possible in determining the direction of their human resources and as much as possible become agents of change, spokespersons and trainers by (Fazira and Mirani, 2019). And the purpose of this study was to determine the effect of motivation on employee performance, the effect of leadership on employee performance, the effect of employee discipline on employee performance and the effect of motivation, competence and employee discipline on employee performance at the Banjar City Pamong Praja Police Unit by (Sutanjar and Saryono, 2019).

### **H.1 : Leadership has a significant effect on employee performance**

#### **Work culture on employee performance**

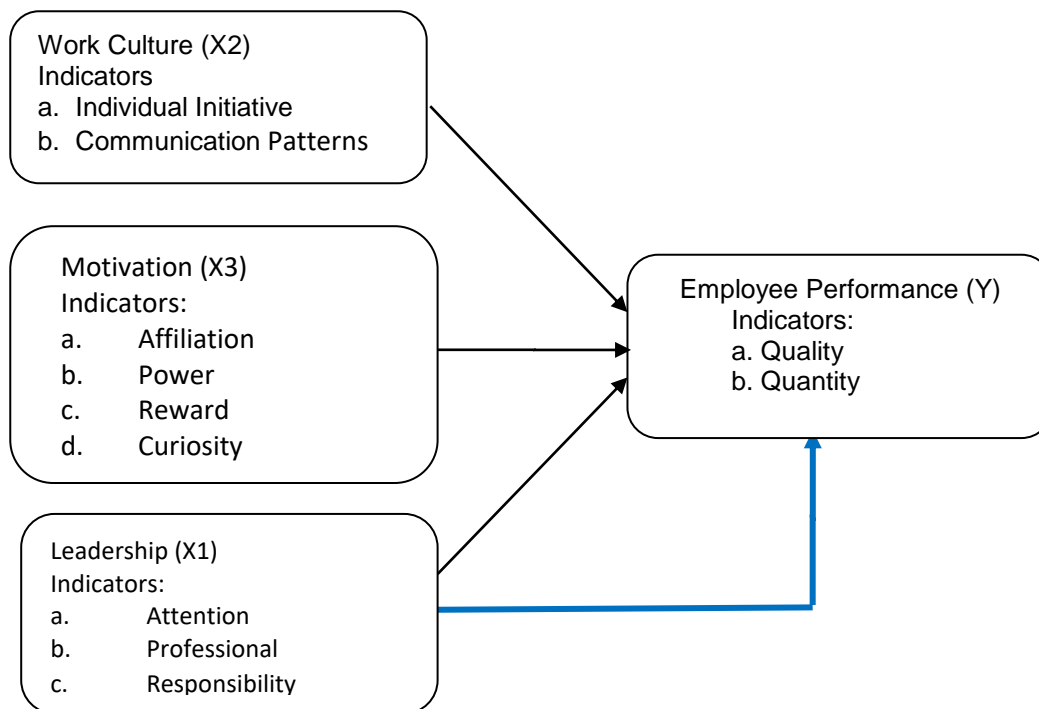
Work culture obtained influential and significant results. This shows that the direct influence of work culture variables is able to influence the performance of DPRD Secretariat employees. Research and research on work culture the results of the study state that the relationship between employee performance at PT. Usaha Makalingga Mandiri, Jakarta, and job satisfaction as influenced by communication, organizational culture, and leadership by (Sugiono and Tobing, 2021). The impact of leadership style follows, Organizational Culture, Drive and Labor Environment has a substantial impact on worker performance by (Ratnasari and Sutjahjo, 2021).

### **H.2: Work culture has a significant effect on employee performance**

#### **Motivation to employee performance**

Motivation obtained significant and influential results. This shows that the direct influence of motivational variables carried out is able to influence the performance of DPRD Secretariat employees. Research and research on motivation the results of the study state that The purpose of this study is to ascertain and evaluate how motivation and communication affect worker performance. shows that communication and motivation possess a noteworthy impact both in part and concurrently on workers' performance in the emergency handling field of BPBD Serang Regency by (Wandi, 2022). Then This study attempts to examine how employee performance at the Padang City is impacted by work motivation and discipline Manpower as well as the Industry Office. Motivation for work has a noteworthy and favorable impact on workers' performance at the Padang City Manpower and Industry Office by (Putra and Fernos, 2023).

### **H.3: Employee performance is significantly impacted by motivation**



**Figure 1. Research Framework**

### RESEARCH METHOD

This research was conducted at the Bantaeng Regency DPRD Secretariat. The research time was conducted for 2 months from October to November 2023. The research population is employees who have status as State Civil Apparatus (ASN) people and honorarium / volunteer staff at the Secretariat of the DPRD Bantaeng Regency as many as 40 people. With the number of samples of the State Civil Apparatus (ASN) consisting of 22 people and honorary / interns who received incentives consisting of 18 people. Total sampling, where the number of samples is equal to the population, is the sampling strategy used in probability sampling (Sugiyono, 2007). The subsequent text is a description among the general public and a sample of workers at the Bantaeng Regency DPRD Secretariat.

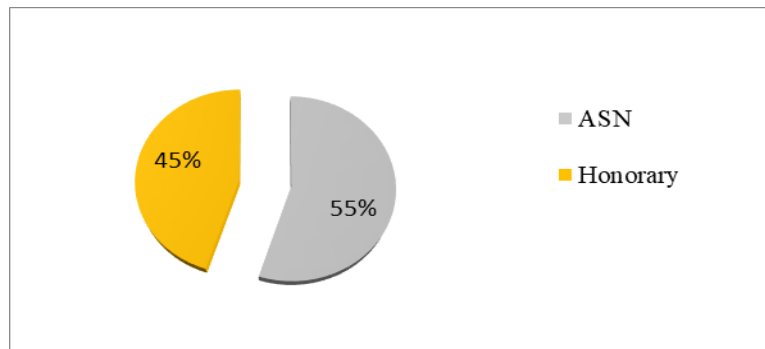


Figure 2: Multistage Random Sampling of Population and Sample Data

Source: Respondent information compiled by the Bantaeng Regency DPRD Secretariat, (N=40), 2024

Based on using the population of Figure 2 above, all workers at the Bantaeng Regency DPRD Secretariat, totaling 40 people, consisting of 22 permanent ASNs or 55% and 18 honorary workers, or 45%. The questionnaire method was utilized to collect data for this investigation. A 5-point Likert scale was used to evaluate the respondents' responses. Multiple linear regression is used in the data analysis technique, and the SPSS software program is used to examine validity, reliability, classical assumptions, the simultaneous F test, and the partial t test first.

## RESULT AND DISCUSSION

### RESULTS

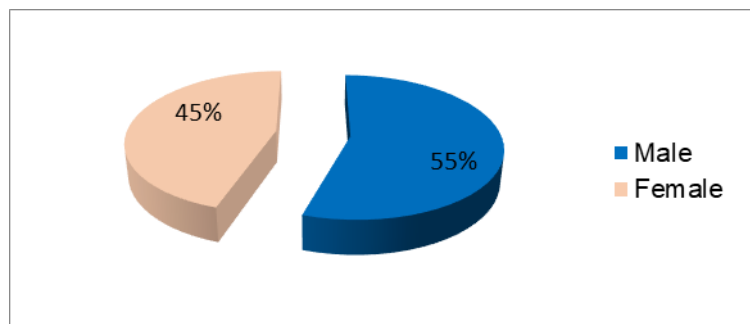


Figure 3: Classification by Gender



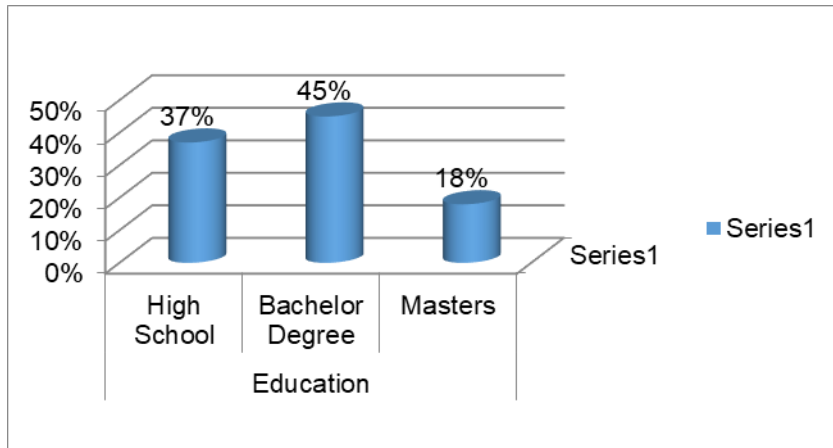


Figure 4: Classification by education level

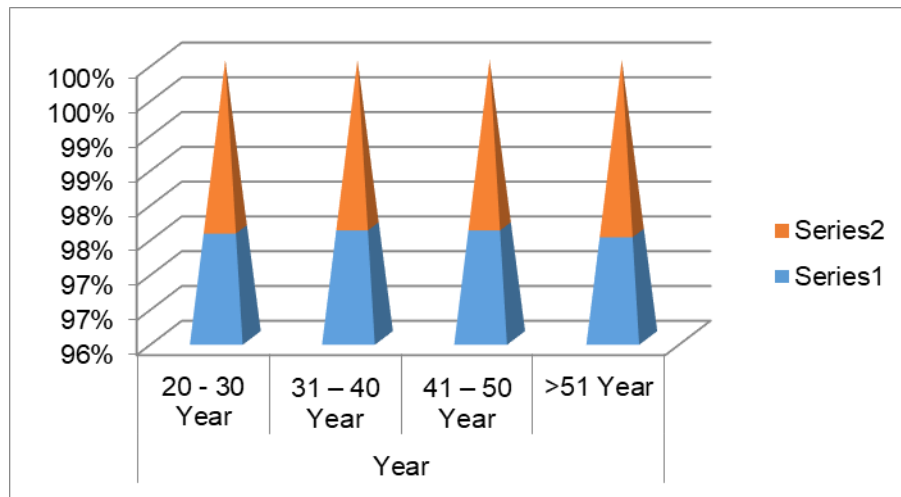


Figure 5. Classification by Age of Respondents

Based on Figure 3, most of the respondents of the Bantaeng Regency DPRD Secretariat employees are dominated by male employees as many as 22 or 18% and female employees as many as 18 or 45%. Furthermore, Figure 4 is a classification based on the level of education of respondents, employees of the Bantaeng Regency DPRD Secretariat have high school instruction as many as 15 or 37% among employee responders, having an undergraduate degree as many as 18 or 45% of employee responders and the number of master's degree holders 7 or 18% of workers who responded to the Bantaeng Regency DPRD Secretariat. Figure 5 classification based on the average age of respondents of the Bantaeng Regency DPRD Secretariat is currently a year old 20 up to thirty years in number 9 or 23% among responding employees, 31 to 40 years of employee responders as numerous as 11 or 27%, age 41 to 50 years in the same number as 11 or 27% of responders who are employees, age 51 years and more than the number of 9 or 23% of workers who responded.

### Validity Test

The validity test verifies if the measurement device is accurate, which can make the idea behind the symptom or event being measured clear. A validity test is used to determine the validity of a questionnaire; a questionnaire is deemed valid if its assertions and questions are able to provide information that the questionnaire will use to measure. A correlation coefficient with a significance value less than can be used in the validity test 5% (significance level) shows that the claims are true or appropriate to use as forming indications (Armour and Williams, 2022). The test findings obtained are listed in the following order:

**Table 1. Data Validity Test**

| Instrumen                        |                 | Leadership | Work Culture | Motivation | Employee Performance |
|----------------------------------|-----------------|------------|--------------|------------|----------------------|
| Leadership Correlation           | Pearson         | 1          | .855         | .875       | .910                 |
|                                  | Sig. (2-tailed) |            | .000         | .000       | .000                 |
|                                  | N               | .40        | .40          | .40        | .40                  |
| Work Culture Correlation         | Pearson         | .855       | 1            | .855       | .985                 |
|                                  | Sig. (2-tailed) | .000       |              | .000       | .000                 |
|                                  | N               | .40        | .40          | .40        | .40                  |
| Motivation Correlation           | Pearson         | .875       | .984         | 1          | .985                 |
|                                  | Sig. (2-tailed) | .000       | .000         |            | .000                 |
|                                  | N               | .40        | .40          | .40        | .40                  |
| Employee Performance Correlation | Pearson         | .910       | .985         | .984       | 1                    |
|                                  | Sig. (2-tailed) | .000       | .000         | .000       |                      |
|                                  | N               | .40        | .40          | .40        | .40                  |

Source: *Data analysis outcomes using the SPSS Ver program, 2024*

The findings of the validity test demonstrate that every statement or question leadership variables (X.1), work culture (X.2), motivation (X.3) and employee performance (Y) in The correlation coefficient in this study is higher than the t-table = 1 (t-table 1.68 value n = 40). So, it can be concluded that all items on the indicators of queries or assertions made by leadership variables (X.1), work culture (X.2), motivation (X.3) and employee performance (Y) of the Bantaeng Regency DPRD Secretariat (Y) are legitimate.

### Reliability Test

A reliability test is a technique for evaluating a questionnaire that serves as a representation of a variable or concept. When a respondent's response to a question is constant or steady throughout time, the questionnaire is deemed credible or dependable (Armour and Williams, 2022). Reliability In this study, testing is conducted using the alpha formula. The following information was obtained based on each variable's reliability test results:

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**Table 2. Data Reliability Test**

| Instrumen            | Nilai<br><i>Cronbach's Alpha</i> | Criteria Value | Description |
|----------------------|----------------------------------|----------------|-------------|
| Leadership           | 0,827                            | 0,7            | Reliabel    |
| Work Culture         | 0,808                            | 0,7            | Reliabel    |
| Motivation           | 0,880                            | 0,7            | Reliabel    |
| Employee Performance | 0,800                            | 0,7            | Reliabel    |

Source: *Data analysis outcomes using the SPSS Ver program, 2024*

The reliability test findings indicate that the questions/statements of the variable item values of leadership, work culture, motivation and employee performance of the Bantaeng Regency DPRD Secretariat has a Cronbach's Alpha coefficient of 0.7 or higher from the Cronbach's Alpha value. r-table value of 0.26 (r-table value for n = 40) and above the r-table value of 0.26 (r-table value for n = 40). Hence it may be concluded that the statement/question elements for the variables for the variables of leadership, work culture, motivation and employee performance of the Bantaeng Regency DPRD Secretariat as a measuring tool.

### Classical Assumption Test

#### Normality Test

**Table 3. Data Normality Test**

|                          |                | Unstandardized Residual |
|--------------------------|----------------|-------------------------|
| N                        |                | 44                      |
| Normal Parameter         | Mean           | .0000000                |
|                          | Std. Deviation | .36261015               |
| Most Extreme Differences | Absolute       | .074                    |
|                          | Positive       | .074                    |
|                          | Negative       | -.045                   |
| Kolmogorov-Smirnov Z     |                | .489                    |
| Asymp. Sig. (2-tailed)   |                | .971                    |

a. Test distribution is Normal

Source: *Data analysis outcomes using the SPSS Ver program, 2024*

The data normality test findings using Kolmogorov-Smirnov by comparing the Asymp. Sig (2-tailed) or probability number value with a significance level of 0.05 or 5%, and making decisions if the significance value is less than 0.05 or 5% then The distribution of the data is not typical (Khatun, 2021). According to the SPSS software's computation for leadership variables, work culture, motivation and employee performance of the Bantaeng Regency DPRD Secretariat, the data is said to be normally distributed when the probability value, or Asymp. Sig (2-tailed), with a significance level above 0.05 or 5%.

#### Multicollinearity Test

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**Table 4. Multicollinearity Test**

| Model              | Collinearity Statistics |       |
|--------------------|-------------------------|-------|
|                    | Tolerance               | VIF   |
| Leadership (X.1)   | 0,976                   | 1,025 |
| Work Culture (X.2) | 0,950                   | 1,043 |
| Motivation (X.3)   | 0,958                   | 1,053 |

Source: *Data analysis outcomes using the SPSS Ver program, 2024*

The results in table 7, the results of the calculation of the Tolerance value, there are no independent variables that have a Tolerance value of less than 0.10 with the Tolerance value of each independent variable valued at job promotion of 0.406, making decisions regarding 0.475, employee trust of 0.276 as well as worker performance of 0.239. Meanwhile, the outcomes of the computation of the value of the Variance Inflation Factor (VIF) as well show the same item, namely the lack of the VIF amount of the autonomous variable which has a more than 10-valued VIF with the VIF each independent variable's value at job employee performance of 4.190, employee trust of 3.746, decision-making of 2.105, and promotion of 2.463. Referring to the outcomes of the computation of the Values of tolerance and VIF, it can determine that there isn't multicollinearity in between the the regression model's independent variables (Shrestha, 2020).

### Linearity Test

**Table 5. Linearity Test**

|                      |                | Sum of Squares | df | Mean Square | F      | Sig  |
|----------------------|----------------|----------------|----|-------------|--------|------|
|                      | (Combiner)     | 453.000        | 3  | 112,500     | 3.161  | .065 |
| Leadership*          | Between        | 471.263        | 1  | 421.333     | 12.355 | .007 |
| Work Culture *       | Groups         | 72.013         | 3  | 11.211      | .342   | .811 |
| Motivation*          | Withing Groups | 216.699        | 7  | 21.877      |        |      |
| Employee Performance | Total          | 766.997        | 10 |             |        |      |

Source: *Data analysis outcomes using the SPSS Ver program, 2024*

Based on the linearity test table above, the significance value (sig) obtained from Sig (Linearity) is 0.811 higher than 0.05. Thus, it may be said that there is a connection between leadership (X.1), work culture (X.2) and motivation (X.3) on employee performance (Y). obtained F-count value is 0.342 < F-table 3.23. Because the F-count is smaller than the F-table value, it can be concluded that there is a significant linear relationship between leadership (X.1), work culture (X.2) and motivation (X.3) on employee performance (Y) (Montgomery, et.,al, 2021).

### Determination Coefficient Test

**Table 6. Linearity Test**

| Model | R | R Square | Adjusted R | Std. The |
|-------|---|----------|------------|----------|
|-------|---|----------|------------|----------|

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|   |      |      | Square | Estimate |
|---|------|------|--------|----------|
| 1 | .945 | .890 | .879   | 2.22036  |

Dependent Variable: Employee Performance

Source: *Data analysis outcomes using the SPSS Ver program, 2024*

Table 6 evaluate the value of the error variable (e) and the coefficient of determination (R<sup>2</sup>) in order to determine the overall coefficient of determination that was achieved of 0.945, it was determined that 94.5% of the employee performance variable of the Bantaeng Regency DPRD Secretariat was influenced by leadership, work culture and motivation by 94.5%, the remainder 5.5% was impacted by additional variables outside of or not included in the research model (Wilson-Doenges, 2021). Furthermore, simultaneous testing the f-test that has been completed using the SPSS program produced the values listed below:

### Simultaneous Test

**Table 7. Simultaneous F-test**

|   | Model      | Sum of Squares | df | Mean Square | F      | Sig  |
|---|------------|----------------|----|-------------|--------|------|
| 1 | Regression | 18.346         | 3  | 6.115       | 43.265 | .000 |
|   | Residual   | 5.654          | 40 | .141        |        |      |
|   | Total      | 24.000         | 43 |             |        |      |

a. Dependent Variable: Employee Performance (Y)

Source: *Data analysis outcomes using the SPSS Ver program, 2024*

Considering Table 7 above, simultaneous combined testing yields a regression value of 18,346, leftover from 5,654 df 3, average square of 6,115. The value of f is 43.265 using a significance of 0.000 which leadership, work culture and motivation together directly have a significant influence on employee performance (Wilson-Doenges, 2021).

### Partial Test

**Table 8. Partial t-test**

| Model              | Unstandardized Coefficients |            | Standardized Coefficients | T      | Sig  | Collinearity Statistics |       |
|--------------------|-----------------------------|------------|---------------------------|--------|------|-------------------------|-------|
|                    | B                           | Std. Error | Beta                      |        |      | Tolerance               | VIF   |
| Constant           | -2.399                      | 1.084      |                           | -2.212 | .033 |                         |       |
| Leadership (X.1)   | .105                        | .046       | .173                      | 2.227  | .032 | 0,976                   | 1,025 |
| Work Culture (X.2) | .161                        | .047       | .264                      | 3.355  | .002 | 0,950                   | 1,043 |
| Motivation (X.3)   | .458                        | .048       | .764                      | 9.754  | .000 | 0,958                   | 1,053 |

a. Dependent Variable: Employee Performance (Y)

Source: *Data analysis outcomes using the SPSS Ver program, 2024*

Considering the path analysis findings in Table 8, the structural equation can be expressed in the following way:

$$Y = 0.173 X_1 + 0.264 X_2 + 0.764 X_3 + e_1$$

This structural equation, which is as follows:

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(1) The leadership variable has a coefficient of 0.173, meaning that leadership directly has a significant effect on employee performance, meaning that if leadership increases, employee performance also increases.

(2) The work culture variable has a coefficient of 0.264, meaning that work culture directly has a significant effect on employee performance, meaning that if work culture increases, employee performance will also increase.

(3) The motivation variable has a coefficient of 0.764, meaning that motivation directly has a significant effect on employee performance, meaning that if motivation increases, employee performance increases.

### **Testing of Hypotheses**

In order to validate the problem formulation and the aforementioned hypothesis, the following tests must be conducted on the hypothesis:

#### **First Hypothesis**

The t-count value of  $2.227 > 1.96$  with a significance probability of  $0.032 < 0.05$  (5%), which is supported by the hypothesis test, indicates that leadership has a significant effect on employee performance, meaning that the initial theory is approved.

#### **Hypothesis 2**

In light of hypothesis testing, this is supported by the t-count value of  $3.355 > 1.96$  with a significance probability of  $0.002 < 0.05$  (5%), this shows that work culture has a significant effect on employee performance, indicating the acceptance of the second hypothesis.

#### **Hypothesis 3**

In light of hypothesis testing, this is supported by the t-count value of  $9.754 > 1.96$  with a significance probability of  $0.000 < 0.05$  (5%), indicating that motivation has a noteworthy impact on employee performance, meaning that the third theory is approved.

### **Discussion**

#### **The Effect of Leadership on Employee Performance**

The results of this study indicate that leadership in the validation test is declared valid, the reliability test is declared reliable. Then the classical assumption test consisting of normality testing was declared normally distributed, the multicollinearity test stated that there was no multicollinearity between variables and the linearity test stated that there was linearity between leadership and employee performance. t test has a positive and significant effect on employee performance at the Bantaeng Regency DPRD Secretariat. The leadership attitude of the Secretary of the Council, the Heads of Section and the sub-division heads contributed to improving the performance of the staff under them. This research is certainly in accordance with the theory presented earlier. Leadership is the ability and readiness of a person to influence, encourage, invite, guide, move and if necessary force others to accept that influence and then do something that can help achieve goals.

The analysis's findings state that leadership has a positive influence on the performance of employees of the Bantaeng Regency DPRD Secretariat. These results are supported by Nasution and Ichsan (2021) in their research who also found that being a leader has a big

and positive relationship with employee output. This condition occurs because the application of appropriate leadership is an important thing essential every organization's success, including those in the public and private spheres. An organiser is those who lead by doing the labor each and every day. Different approaches to leadership are originated from the growth of leadership theory, all of which contribute to the accomplishment of agency/organizational goals as previously set. The right an organization's leadership will enable it to accomplish its objectives quickly and effectively. Then the results showed that leadership plays an important role in the organization. The success or failure of an organization is determined by the resources in the organization. In addition, the factor that plays an important role is the leadership factor. The main role of leadership is to influence others to achieve predetermined goals. In an organization or group really needs a leader with the capacity to contribute to enhancing the capabilities of its people resources. Thus, executives of a company ought to participate in as much as much of a part in deciding the course of their human resources as well as much as soon as they can become agents of change, representatives and instructors. The way a leader influences his followers reflects his or her importance to the success of the company by (Fazira and Mirani, 2019). And there is an effect of motivation on employee performance, meaning that employee performance will rise in proportion to motivation, 2). There is an influence of leadership on employee performance, meaning that the better the leadership, the more employee performance will increase, 3). There is an effect of employee discipline on employee performance, meaning that the higher the employee discipline, the more employee performance will increase, 4). There is an influence of motivation, leadership and employee discipline on employee performance, meaning that the better the motivation, leadership and employee discipline, the more employee performance will increase in the Banjar City Pamong Praja Police Unit by (Sutanjar and Saryono, 2019). This implies that a leader who has a task-oriented attitude is needed to improve the performance of employees of the Bantaeng Regency DPRD Secretariat.

The results of this study can be understood that one of the important elements in efforts to improve employee performance is a leader who is able to influence his subordinates and actively involve subordinates in achieving organizational goals. Leadership is synonymous with the influence of a figure who is able to move masses or groups of people to do something. Leadership is a skill or ability that can be honed by everyone. Therefore, everyone's leadership must be different according to the experience of the activities he has done, family background, living environment and others.

### **Impact of Work Culture Regarding Worker Performance**

Based on the results of this study, it shows that the work culture in the validation test is declared valid, the reliability test is declared reliable. Then the classical assumption test consisting of normality testing is declared normally distributed, the multicollinearity test is stated that there is no multicollinearity between variables and the linearity test is stated with linearity between work culture and employee output.

The outcomes showed that there was a noteworthy correlation between work culture as well as worker performance at the Bantaeng Regency DPRD Secretariat. The regression equation has a positive coefficient direction. The positive influence indicates that The connection between workplace culture and employee execution is unidirectional. If the workplace culture workplace culture workplace culture workplace culture is getting better, then employee performance is getting higher.

The results of this study are supported by the theory put forward by Sugiono and Tobing (2021) the effect PT. Usaha Makalingga Mandiri, Jakarta's leadership, organizational

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culture, and communication on job satisfaction and its effect on worker performance. The results showed saying 1) Job satisfaction is directly improved by leadership, organizational culture, and communication. 2) Effective communication, organizational culture, and leadership and indirect impact on worker performance via the mediating variable of job satisfaction. 3) A portion of the mediator between the effect of Communication, Organizational Culture, and Leadership on Worker Performance. 4) The factor that most affects worker performance and job happiness is leadership. Increased employee performance is a direct result of higher job satisfaction. Then research the effect of The impact of work environment, motivation, organizational culture, and leadership style on employee performance. test findings are as follows: (1). Employee performance is significantly impacted by a leader's style (2). Employee performance is significantly impacted by the culture of the organization. (3) Employee performance is significantly impacted by motivation. (4) The employee performance is significantly impacted by the work environment (5). This effect is compounded by the combination of work environment, organizational culture, motivation, and leadership style by (Ratnasari and Sutjahjo, 2021).

### **Effect of Motivation on Employee Performance**

Motivation has a positive and significant effect on the performance of employees of the Bantaeng Regency DPRD Secretariat. The results of this study indicate leadership in the validation test is declared valid, the reliability test is declared reliable. Then the classical assumption test consisting of normality testing is declared normally distributed, multicollinearity test is declared not to occur multicollinearity between variables and linearity test is declared to occur linearity between motivation and employee performance. So to be able to improve employee performance, the implementation of motivation should be carried out in a balanced manner and as a unit so that employees produce good performance. The organization will show higher performance results if there is a match between the organization's external environment and organizational strategy in line with the motivation provided.

The results of Wandu's research (2022) show that increasing communication and motivation results in an increase in employee performance. The results of the developed hypothesis tests indicate that communication and motivation have a noteworthy impact both partially and simultaneously on the performance of employees in the emergency handling field of BPBD Serang Regency. Then the influence of work discipline and work motivation affects employee performance at the Padang City Manpower and Industry Office. The outcomes demonstrated that employee performance at the Padang City was positively and significantly impacted by work discipline Manpower Employee performance at the Padang City office was positively and significantly impacted by the Industry Office and work motivation Manpower as well as the Industry office by (Putra and Fernos, 2023).

## **CONCLUSIONS AND SUGGESTIONS**

### **Conclusion**

Based on the results of research and discussion, the authors can draw conclusions, namely that the leadership role that has been carried out at the Bantang Regency DPRD Secretariat office has been running well, proven to improve employee performance. This is reflected in a leader always paying attention and fostering good relations between subordinates and superiors, leaders working professionally, responsible leaders, leaders

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always caring about the problems faced by their subordinates and leaders who have a mature strategic planning in scheduling work. Furthermore, the role of work culture that has been carried out at the Bantang Regency DPRD Secretariat office has been running well, proven to improve employee performance. This can be seen in employees having initiative in carrying out tasks, employees always build good communication patterns, employees always complete the assigned tasks on time, employees can jointly solve any problems that exist and employees always maintain order in the work environment. As well as the role of motivation that has been carried out at the Bantang Regency DPRD Secretariat office has gone well, proven to improve employee performance. This can be seen in employees having initiative in carrying out tasks, employees always build good communication patterns, employees always complete the assigned tasks on time, employees can jointly solve any existing problems and employees always maintain order in the work environment. As well as the role of motivation that has been carried out at the Bantang Regency DPRD Secretariat office has gone well, proven to improve employee performance. This is evidenced by Affiliation encourages Apparatus to work well, Organizations provide rewards for achievements in the form of promotions, employee bonuses/incentives and employees have the mindset that every individual is capable of becoming a leader.

### **Suggestion**

Leaders are expected to be able to be responsive in reading the conditions that are happening to employees so that they can decide on the right decision without burdening one party. This can be done by maximizing the use of media information facilities in accessing actual data. Giving an award to employees who have done responsive, neat, and honest work is achievable by leaders in raising the standard of employee execution. In this way, employees can compete to be the best.

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