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The Role of Work Motivation in Mediating the Influence of Leadership and Organizational Culture on Employee Performance at Regional Personnel Agency, Raja Ampat District

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Abstract—The research aims to analyze the role of work motivation in mediating the influence of leadership and organizational culture on the performance of employees of the Regional Civil Service Agency of Raja Ampat Regency. The samples used in this research was 30 employees with a sampling technique using census techniques. The data analysis is using SEM-PLS inferential analysis. The results of this research indicate that leadership has a positive and insignificant effect on employee performance. Leadership has a positive and significant effect on employee work motivation. Organizational culture has a negative and insignificant effect on employee performance. Organizational culture has a positive and significant effect on work motivation. Work motivation has a positive and significant effect on employee performance. Work motivation mediates fully (full mediation) between the influence of leadership on employee performance. Work motivation mediates fully (full mediation) between the influence of organizational culture.

Keywords: Employee performance; leadership; organizational culture; work motivation

Introduction

Every organization needs resources that are professional, competent, trustworthy and diligent. Therefore, employees or workers who are expected to be provided by the organization can provide good performance to help the development of the organization itself, without good performance in all areas of the organization, the success of an organization will be very difficult to achieve or even impossible to achieve. In (Riyanto, Handiman, & Prasetya, 2021) research found that work motivation could directly improve employee performance. Work motivation plays a significant role in mediating organizational culture to improve employee performance but not training. More findings are that organizational culture directly affects work motivation, but not for training. Same with research finding above in research by (Putra & Nasution, 2024) indicate that Organizational Culture positively and significantly influences Job Satisfaction, Work Motivation, and Employee Performance. Furthermore, Job Satisfaction and Work Motivation also positively and significantly impact on Employee Performance.

Success to be achieved by the organization is strongly influenced by the performance of its employees. performance is the achievement or achievement of tasks given to employees, because the progress of an organization is determined by the performance of all its employees (Marwansyah, 2012). According to (Mangkunegara, 2017), performance

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because of work in terms of quality and quantity achieved by employees in carrying out their duties in accordance with the responsibilities given to them.

Employee performance problems in research (Putri, Wolor, & Marsofiyati, 2023) found employee performance at PT XYZ tends to decline due to lack of enthusiasm and work motivation. However, overall work implementation continues to be carried out well in accordance with applicable regulations and SOPs. Employee performance at PT XYZ is good, especially in the human capital division. Likewise, research (Hidayat, Handayani, & Berkatillah, 2024) found factors that influence the performance of ASN employees at DP3APPKBPMN Balangan Regency include inhibiting factors, namely uneven employee competency, causing less than optimal work, limited work facilities and infrastructure, such as inadequate computers and applications that often error, causing work implementation to be less than optimal, then driving factors include the availability of Standard Operating Procedures in the Implementation of Tasks.

Employee performance problems also occur at the Raja Ampat Regency Regional Personnel and Training Agency. As a government institution which is an element implementing certain tasks of the Regional Government in the field of Civil Service and Regional Training in accordance with the scope of its duties. The Regional Civil Service and Training Agency has the task of assisting the Regent in carrying out management of regional Civil Servants in accordance with the scope of their duties. In carrying out the duties of the Regional Personnel and Training Agency, it carries out functions including Preparation of Drafting Regional Legislation in the field of Personnel in accordance with standard norms and procedures established by the Government, Planning and Development of Regional Personnel, Preparation of technical policies for regional personnel, Preparation and implementation of appointments, promotions.

Based on the results of observations in the field, it shows that there is a phenomenon of employee work motivation at the Raja Ampat Regency Regional Civil Service Agency as follows: (1) there are still employees who lack discipline in their work so that some of their work cannot be completed on time; (2) there are still employees who tend to prioritize personal interests over office interests in carrying out their duties; (3) if there are errors at work, employees lack the initiative to correct them; (4) there is still a lack of employees in generating new ideas in completing tasks.

The success of an organization is also inseparable from the quality of its leaders, because a quality leader is able to utilize existing resources within the company, has the ability to direct the activities of the subordinates he leads, anticipates all changes that occur suddenly and can correct all existing weaknesses able to bring the organization to the goals that have been agreed within a predetermined period of time. Another phenomenon that also occurs at the Raja Ampat Regency Regional Personnel Agency is related to leaders who are unable to set an example for employees under them when subordinates experience problems in carrying out their duties. Another fact, communication between leaders and subordinates is not harmonious.

Improving employee performance in government agencies can be achieved in several ways, for example by paying attention to organizational culture. Organizational culture is also often interpreted as a basic philosophy that provides direction for company policies in employee management (Robbins, 2017).

Based on the background above and the inconsistency of the results of the previous research, this research is doing to analyze role of work motivation in mediating the influence of leadership and organizational culture on the performance of employees of the regional civil service agency of raja ampat regency.

Concept and Hypothesis

Performance is a real behavior that is displayed by everyone as work performance

produced by employees according to their role in the company (Rivai & Sagala, 2013). From some of the opinions of these experts, it can be said that employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties or the real behavior displayed from a few efforts he makes at his job in accordance with his role in the organization.

Motivation is the willingness to spend a high level of effort towards organizational goals conditioned by the ability of that effort to meet individual needs. The element of effort is an element of intensity. If someone is motivated, then that person will try to be strong. From the limitations that have been stated simply, it can be said that motivation is the emergence of behavior that leads to a certain goal with full commitment until the intended goal is achieved (Sedarmayanti, 2018).

Leadership is the nature, character, or way a person attempts to develop and move a person or group of people so that they are willing, committed and loyal to carry out activities in accordance with their duties and responsibilities to realize previously established company goals. In (Saragih & Simarmata, 2018) research found Leadership and satisfaction have a positive and significant influence on employee performance with work motivation as an intervening variable.

Organizational culture as habits that are repeated and become values and lifestyles of a group of individuals in an organization, or norms that have been agreed upon to determine individual behavior in the organization (Torang, 2013). In research found (Andayani & Soehari, 2019) Organizational culture has a partial positive and significant effect on BNSP employee performance. Organizational culture has the largest regression analysis on employee performance, making it the priority for institutions to take policies to improve employee performance.

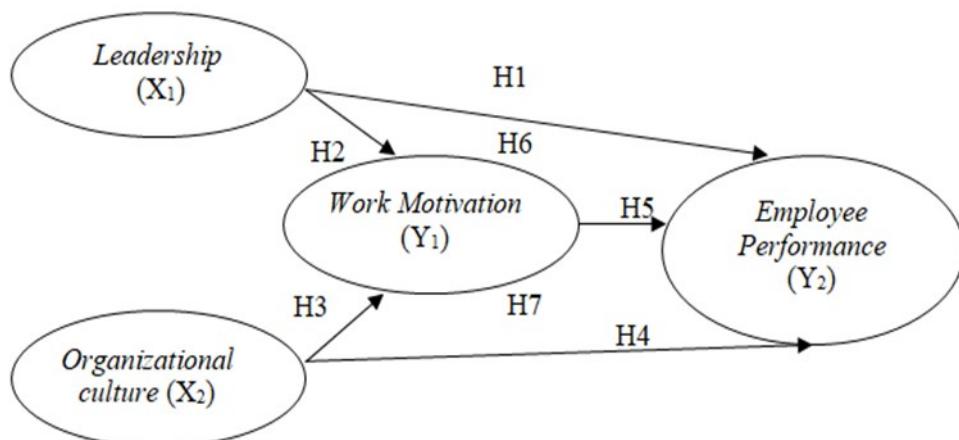


Figure 1. Conceptual Framework

Based on the theoretical basis and previous research, the following research hypotheses will be presented as follows:

1. Leadership has a positive and significant effect on employee performance.
2. Leadership has a positive and significant effect on work motivation.
3. Organizational culture has a positive and significant effect on employee performance.
4. Organizational culture has a positive and significant effect on work motivation.
5. Work motivation has a positive and significant effect on employee performance.

6. Work motivation mediates the influence of leadership on employee performance.
7. Work motivation mediates the influence of leadership on employee performance.

Method

This research is using secondary data types. The method determining the sample in this research is used purposive sampling. Total population of all employees at Raja Ampat Regency Regional Personnel Agency as many as 30 people, not including the leadership. Hypothesis testing was carried out using a variant-based Structural Equation Model (SEM) or so-called Partial Least Square (PLS). In this research there are four variables, namely Leadership (X1), Organizational culture (X2), Employee Performance (Y) and Work motivation (Mediation Variable)

Results and Discussion

Descriptive Statistical Analysis

Table 1. Outer Loading Value after Reconstruction

Organizational culture (x2)	Leadership (x1)	Employee performance (Y1)	Work motivation (Y2)
X1.1	0.816		
X1.2	0.864		
X1.3	0.765		
X1.4	0.788		
X1.5	0.930		
X1.6	0.843		
X1.7	0.866		
X2.1	0.840		
X2.2	0.867		
X2.3	0.898		
X2.4	0.806		
X2.5	0.737		
X2.6	0.815		
Y1.2		0.749	
Y1.4		0.765	
Y1.5		0.825	
Y1.6		0.888	
Y1.7		0.843	
Y1.8		0.796	
Y2.1			0.900
Y2.2			0.937
Y2.3			0.961
Y2.4			0.951

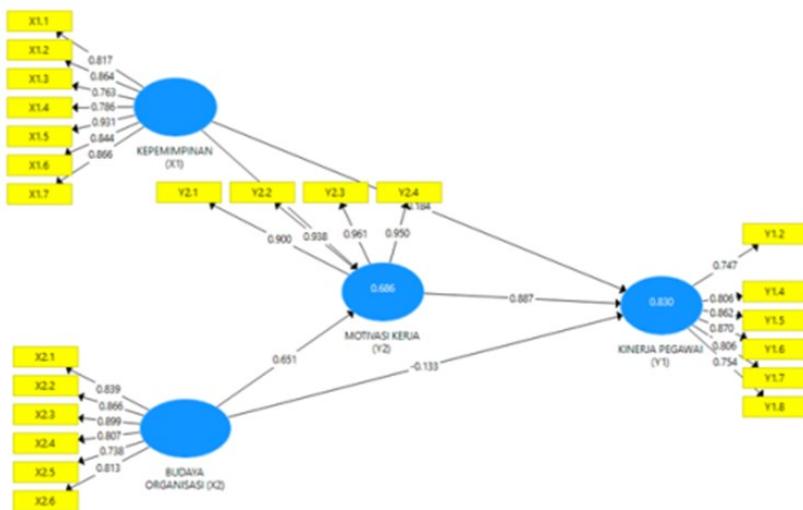


Figure 2. Outer Loading

The calculation results regarding the outer loading value show that all indicators meet the valid requirements based on the discriminant validity criteria, namely the outer loading value > 0.50 . These results can be seen in Table 1 and Figure 2.

The following table 1 is the result of the significance test of the estimation results of outer loading and path analysis of the influence of leadership, organizational culture, and work motivation on employee performance.

Discriminant Validity

Table 2. Discriminant Validity Test

Organizational culture (x2)	Leadership (x1)	Employee performance (Y1)	Work motivation (Y2)
XLI	0.168	4,834	0.440
X12	0.299	4,864	9,515
X13	-0.00	4.760	0218
XLA	0.02	4.768	9,334
XLS	0.311	4,930	4-575
XLA	GIR	4.843	0.447
KL	0.041	-	0.429
XLI	0.54	0.100	0,499
X1.2	0.547	0.00	0,530
XU	0.899	0.005	140
XLA	0.500	0.35	CALE
XL	am	4.000	0.405
K16	0.815	0.74	9,304
112	0.413	044	and
YLA	0.704	0,450	0.991
YES	0.450	0.440	0297
TLE	0.312	0,400	0,461
TLT	0.200	0.640	0.457
T1#	0004	0.001	0.400
121	0.724	9,521	9,423
22	0.70	0.479	8,900
123	0.650	0.44	4,957
124	GAME	0.54	4,961
		0.834	4,951

Table 2 shows that the cross-loading indicator index value for each construct has shown to be greater than the other constructs in each measurement block so that it is declared valid based on discriminant validity criteria.

Reliability Test

Table 3. Composite Reliability Test and Cronch's Alpha

Construct	Composite Reliability	Cronbach Alpha
Organizational culture	0.929	0.910
Leadership	0.944	0.931
Employee Performance	0.924	0.908
Work motivation	0.967	0.954

Table 3 shows that the composite reliability value for each construct is greater than 0.70, as well as in terms of the Cronbach Alpha value, all constructs have shown a value greater than 0.70 so that overall, the construct meets the reliability requirements.

R-Square

Table 4. Evaluation of the Inner R-Square Structural Model

Construct	R Square
Employee Performance	0.784
Work motivation	0.685

The calculation results show that the R2 value of employee performance is 0.784 based on Chin criteria (Ghozali, 2013), then the model includes strong model criteria, the meaning is that variations in leadership and organizational culture are able to explain variations in leadership by 78.4% percent, the rest 21.6% is explained by variations in other variables outside the analyzed model.

Meanwhile, work motivation has an R-square value of 68.5% or includes a strong model, meaning that variations in leadership, organizational culture and work motivation can explain variations in employee performance of 68.5%, the remaining 31.5% are explained by variations outside the model.

Q-Square Predictive Relevance (Q2)

Table 5. Blindfolding Statistical Results

Tables Column 01	Tables SSO	Tables SSE	Tables Q2 (=1-SSE/SSO)
Organizational culture (x2)	180.000	180.000	
Leadership (x1)	210.000	210.000	
Employee performance (Y1)	210.000	121.710	0.420
Work motivation (Y2)	120.000	50.377	0.580

Table 5 shows that the Q2 value for employee performance is 0.420, because Q2 organizational culture is $0.420 > 0$, it can be concluded that leadership and organizational culture have predictive relevance for organizational culture and the model relationship can be said to be strong.

The Q2 value for employee performance is 0.580, because the Q2 value for work motivation is $0.580 > 0$, it can be concluded that transformational leadership, organizational culture and performance have predictive relevance for work motivation and the model relationship can be said to be strong.

Hypothesis testing

Table 6. Path Analysis and Statistical Testing (Direct Influence)

	Tables Sample (0)	T-Statistic (OSTDEV)	p- Values	Information
Organizational culture (x2) à Employee performance (Y1)	-0.133	0.504	0.553	Tidak S
Organizational culture (x2) à Work motivation (Y2)	0.661	7.191	0.000	
Leadership (x1) à Employee performance (Y1)	0.104	1.180	0.299	Tidak Sp
Leadership (x1) à Work motivation (Y2)	0.406	2.006	0.007	Significan
Work motivation (Y2) à Employee performance (Y1)	3400	0.001		

Organizational culture has a negative effect of -0.133 on employee performance, and this relationship is not significant at the 0.05 level because the T-Statistic value is smaller than 1.96, namely 0.594.

Organizational culture has a positive effect of 0.651 on work motivation, significant at the 0.05 level with a t value of 7.191 which is greater than the t-table which is 1.96.

Leadership has a positive effect of 0.184 on employee performance, and the relationship is not significant at the 0.05 level with a t value of 1.180 which is smaller than the t-table value of 1.96.

Leadership has a positive effect of 0.406 on work motivation, and this relationship is significant at the 0.05 level with a t value of 2.698 which is smaller than the t-table value of 1.96.

Work motivation has a positive effect of 0.887 on performance and the relationship is significant at the 0.05 level with a t-value of 3.499 which is smaller than the t-table value of 1.96.

Discussion

The influence of leadership on employee performance

Based on the test results regarding the influence of leadership on employee performance, it shows that leadership has a positive and not significant effect on employee performance. The results of the research indicate that the more appropriate the leadership implemented in an agency, the higher the performance of the Raja Ampat Regency Regional Civil Service Agency employees, however this increase is not real. The relationship between leadership and employee performance is not significant because there are still two indicators that have a value below the average, namely the leader giving appreciation for ideas given by subordinates (X1.2) and the leader personally greeting his subordinates to build my respect for the leader (X1 .3).

The influence of leadership on work motivation

Based on the test results regarding the influence of leadership on work motivation, it shows that leadership has a positive and significant effect on motivation. The research results indicate that the more appropriate leadership is implemented in an agency, the higher the work motivation of Raja Ampat Regency Regional Civil Service Agency employees will be.

The influence of organizational culture on employee performance

Based on the test results regarding the influence of organizational culture on performance, it shows that organizational culture has a negative and insignificant effect on

employee performance. The research results indicate that the better the organizational culture in an agency, the lower employee performance will be, but this is not actually the case. This relationship is not significant because there are still indicators that are below the average score, namely work done in a team orientation (X2.5) and the existence of a culture of healthy competition between employees (X2.6) of 3.43.

The influence of organizational culture on work motivation

Based on the test results regarding the effect of organizational culture on work motivation, it shows that organizational culture has a positive and significant effect on employee motivation. The results of the research indicate that the better the organizational culture in an institution, the higher the motivation of the Raja Ampat Regency Regional Employment Agency employees.

Effect of work motivation on employee performance

Based on the test results regarding the effect of work motivation on performance, it shows that work motivation has a positive and significant effect on employee performance. The results of the research indicated that the higher the employee's work motivation, the higher the performance of the Raja Ampat Regency Regional Personnel Board employees.

The role of work motivation in mediating the influence of leadership on employee performance

Based on the results of the analysis, motivation is a mediating variable between the influence of leadership on employee performance. This can be explained from the analysis which states that leadership has a significant effect on motivation, motivation has a significant effect on performance, but leadership has no significant effect on performance (Figure 5.3), and the relationship without involving mediation shows that leadership has a significant effect on employee performance. So it can be concluded that work motivation perfectly mediates (full mediation) between the influence of leadership on employee performance.

The role of work motivation in mediating the influence of organizational culture on employee performance

Based on the results of the analysis that motivation is a mediating variable between the influence of leadership on employee performance. This can be explained from the analysis which states that organizational culture has a significant effect on motivation, motivation has a significant effect on performance, but organizational culture has no significant effect on performance (Figure 5.5), and the relationship without involving mediation shows that leadership has a significant effect on employee performance. So, it can be concluded that work motivation mediates perfectly (full mediation) between the influence of organizational culture on employee performance.

Conclusion

Based on the description and results of research analysis, several conclusions and suggestions can be put forward as follows:

1. Leadership has a positive and insignificant effect on the performance of Raja Ampat Regency Regional Civil Service Agency employees. This means that the better the leadership, the better the performance of employees at the BKD Raja Ampat Regency, but this increase is not real.
2. Leadership has a positive and significant effect on the work motivation of Raja Ampat Regency Regional Civil Service Agency employees. This means that the better the leadership, the greater the work motivation in BKD Raja Ampat Regency.

3. Organizational culture has a negative and insignificant effect on the performance of Raja Ampat Regency Regional Civil Service Agency employees. This means that the better the organizational culture will actually reduce employee performance at BKD Raja Ampat Regency. However, this decrease was not real.

4. Organizational culture has a positive and significant effect on the work motivation of Raja Ampat Regency Regional Civil Service Agency employees. This means that the better the organizational culture, the greater the work motivation in BKD Raja Ampat Regency.

5. Work motivation has a positive and significant effect on the performance of Raja Ampat Regency Regional Civil Service Agency employees. This means that the better the work motivation, the better the performance of employees at BKD Raja Ampat Regency.

6. Work motivation mediates fully (full mediation) between the influence of leadership on the performance of employees of the Regional Personnel Board of Raja Ampat Regency.

7. Work motivation mediates fully (full mediation) between the influence of organizational culture on employee performance at the Regional Personnel Board of Raja Ampat Regency.

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