

## The Factors Of Effecting Performance At The Office Of Water Resources, Copyright And Spatial Plan Of North Sumatra Province

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### Abstract

This study aims to determine and analyze the influence of organizational culture on employee performance at the Office of Water Resources, Cipta Karya and Spatial Planning, North Sumatra Province, to determine and analyze the influence of motivation on employee performance at the Office of Water Resources, Cipta Karya and Spatial Planning. North Sumatra Province, knowing and analyzing the influence of Leadership Style on Employee Performance at the Office of Water Resources, Cipta Karya and Spatial Planning of North Sumatra Province, knowing and analyzing the influence of Organizational Culture, Motivation and Leadership Style on Employee Performance at the Office of Water Resources, Cipta Karya and Spatial Planning of North Sumatra Province. The research approach used is quantitative which is supported by primary and secondary data. The type of data used is primary data obtained through distributing questionnaires to direct respondents. The data analysis technique starts from collecting information through a questionnaire in the form of a statement and at the final stage by drawing conclusions. The results of the study indicate that organizational culture has a significant influence on employee performance, work motivation has a significant influence on employee performance, leadership style does not have a significant influence on employee performance, and organizational culture, work motivation and leadership style significantly affect employee performance. .

**Keywords:** Organizational Culture, Work Motivation, Leadership Style, Employee Performance.

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### 1. Introduction

Every government agency is required to be able to optimize human resources and how human resources can be managed properly. Human resource management cannot be separated from the employee factor who is expected to perform as well as possible in order to achieve organizational goals. Employees are the main asset of the organization and have a strategic role in the organization, namely as thinkers, implementers, planners, and controllers of organizational activities. Performance is the result of work that has a strong relationship with the organization's strategic goals, job satisfaction and contributes to the organization. In other words, performance can be viewed as both a process and a result of work. Organizations definitely want their employees to have good performance so that the process of achieving goals runs smoothly. In realizing the desired employee performance, there are many factors that influence employees, including leadership in the organization, organizational culture, motivation and so on. The first factor that needs to be identified is organizational culture which will always be related to the life that exists in the performance of employees in an organization, because organizational culture is the habits in the organization that represent the behavioral norms that exist in every member in the organization. Organizational culture also reflects the specifications of an organization so that it is different from other organizations. The second factor identified as influencing employee performance is motivation. Motivation is a conscious effort to influence a person's behavior to lead to the achievement of predetermined organizational goals. Motivation becomes very important in achieving employee performance. Motivation has an impact on a person or individuals to involve themselves in activities and work that lead to goals as satisfaction. Employees have a strong desire that arises as a result of an internal urge to get involved and

participate in the organization by doing all the tasks and work assigned and on an ongoing basis employees will continue to dedicate themselves through all tasks and work voluntarily because of the comfort and pleasure that is based on motivation. the strong one. The third factor identified as influencing employee performance is leadership style. Leadership style is the ability to influence the group towards the achievement of predetermined goals. Leadership style has a strong influence on the progress of the organization. The quality of the leader is often regarded as the most important factor that determines the success of an organization. Effective leaders are able to influence their followers to have greater optimism, self-confidence, and commitment to organizational goals that have really been in fostering, mobilizing, and directing all the potential of employees in their environment in order to realize organizational stability and increase goal-oriented employee performance. organization. Based on the information of several employees at the Office of Water Resources, Cipta Karya and Spatial Planning of the Province of North Sumatra, which stated that the performance of the employees of the Department of Water Resources, Cipta Karya and Spatial Planning of the Province of North Sumatra could not be said to be good, although it has become a habit when in In a government agency, there are still employees whose performance is less than optimal and less than optimal in carrying out their duties in the field. It can be seen by themselves that there are still employees who do not work to meet targets, employees who are lazy, and employees who like to tell stories during working hours, so that they are not efficient in improving their performance and actually waste too much time during working hours.

## **2. Literature Review**

### **2.1. Employee Performance**

Performance is a term commonly used to measure the results of a company's work against its employees because they have carried out an activity or activity. Companies usually evaluate performance results through periodic evaluations, either monthly, quarterly, or annually. Performance in the organization is the answer to the success or failure of the organizational goals that have been set. Bosses or managers often don't pay attention unless it's gone really bad or things go awry. Too often managers don't know how badly performance has deteriorated so the company/agency is facing a serious crisis. Deep organizational bad impressions result and ignore signs warning of declining performance. According to Moeheriono (2012:95) performance is a description of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision and mission of the organization as outlined through the strategic planning of an organization. Meanwhile, according to Wibowo (2015:7) performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction, and contributes to the economy. In addition, according to Rivai (2016:406) Performance is the level of achievement of results on the implementation of certain tasks. Company performance is the level of achievement of results in order to realize the company's goals. Performance management is the overall activity carried out to improve the performance of the company or organization, including the performance of each individual and work group in the company. From some of the theories above, it can be interpreted that what is meant by performance is how someone can complete a job in an organization with the desired target in the most efficient way possible and manage it together.

### **2.2. Organizational culture**

Work culture or what is often called organizational culture is a habit that exists within the organization when carrying out a job, both in terms of attitudes, actions and work environment. Literally, according to Supranto (2015) which states that culture (culture) comes from the Latin word colere which means working the land, cultivating, maintaining fields. work is a punishment, humans actually live happily without work in a paradise garden, but because they fall into sin, they are punished to live for a while, humans have to work hard to find food, work is a burden, obligation, source of income, pleasure, prestige, self-actualization , and others. Work culture is a value that guides human resources to deal with external problems and efforts to adjust integration into the company so that each member of the organization must understand the existing values and how they should act or behave. According to Simamora (2017: 67) which states that organizational culture is the values that guide human resources to deal with external problems and efforts to adjust integration into the organization, so that each member of the organization must understand the existing values and as they should behave or behave. Meanwhile, according to Robbins (2015: 49) which states that organizational culture is a system of shared meanings held by each member that distinguishes an organization from other organizations. In addition, according to Alwi (2013: 89) which states that organizational culture is a shared perception held by each member of the organization, a system of shared meaning.

From some of the expert opinions above, it can be concluded that work culture is a philosophy based on a view of life as values that become the nature, habits and driving forces, entrenched in the life of a community group or organization, then reflected from attitudes into behaviors, beliefs, ideals. - ideals, opinions and actions that are realized as work or work. Implementing a work culture has a very deep meaning, because it will change the attitudes and behavior of human resources to achieve higher work productivity in facing future challenges.

### **2.3. Motivation**

Every company certainly wants to achieve its goals, because of that the role of humans involved in it is very important, including human resources who have enough potential in it. To move employees to suit the company's goals, the company must understand what employees want, including motivating employees to work better and in line with expectations. According to Sutrisno (2016) motivation is a factor that encourages a person to carry out certain activities, therefore motivation is often interpreted as a factor driving one's behavior. Meanwhile, according to Hasibuan (2014) which says that motivation is the provision of a driving force that creates one's work enthusiasm so that they want to work together, work effectively, and integrate with all their efforts to achieve satisfaction. In addition, according to Bangun (2012) which says that motivation is a condition that encourages or causes someone to do an act or activity, which takes place consciously.

Based on some of the opinions above, it can be concluded that motivation is a condition that has an effect on generating, directing and maintaining behavior related to the work environment. Without the motivation of employees to work together in the interests of the company, the goals that have been set will not be achieved.

### **2.4. Leadership Style**

Leadership is defined as the exercise of authority and decision making, while others mean an initiative to act that produces a consistent pattern in order to find a way to solve a problem together. Meanwhile, according to Hasibuan (2014) leadership is the way a leader influences the behavior of subordinates, so they are willing to work together and work productively to achieve organizational goals. In addition, according to Sutrisno (2016) stated that leadership is the ability to influence other parties, through communication both directly and indirectly with the intention of moving people so that they are fully understanding, aware, and willingly willing to follow the will of the leader. In an organization leadership (leadership) is a factor that determines whether or not the goals of an organization are achieved, with good leadership, the management process will run smoothly and employees are passionate about carrying out their duties. Work enthusiasm, work productivity, and management processes of a company will be good if the type, method, or leadership style applied by the leadership is good. While other leadership styles are defined as leadership style techniques in influencing their subordinates in carrying out their duties based on the authority and power to carry out management functions.

## **3. Methods**

This research approach greatly helps the effectiveness of a research. Without a clear research approach space, research will not run properly and a study will take a longer time because there is no limitation. This research approach is to analyze the influence of organizational culture, motivation and leadership style on employee performance at the Office of Water Resources, Human Settlements and Spatial Planning, North Sumatra Province. The source of data in this study is the opinion of the respondents on various questions in the questionnaire related to the variables to be studied.

The data collection technique used is by distributing questionnaires to respondents. Questionnaire is an instrument for collecting data or information which is operationalized in the form of items or questions. The preparation of the questionnaire was carried out in the hope of knowing what variables the respondents thought were important. The purpose of preparing the questionnaire is to improve the parts that are considered less appropriate to be applied in collecting data on respondents. The technique in this research is to directly submit questionnaires to undergraduate accounting students at accredited A tertiary institutions in Semarang, namely: Diponegoro University and UNIKA Soegijapranata. To measure the opinion of respondents used a Likert scale with a five-point scale, namely number 5 for strongly agree (SS) and number 1 for strongly disagree (STS). The details are as follows:

Number 1 = Strongly Disagree (STS)

Number 2 = Disagree (TS)

Number 3 = Neutral (N)

Number 4 = Agree (S)

Number 5 = Strongly Agree (SS)

The data analysis model in this study will be carried out using a structural equation model (Structural Equation Model). The use of the equation model with the Analysis of Moment Structure (AMOS 19.0) application will produce indicators that support whether the proposed model is a t model. Hair et. al (1998) in Ghozali (2011) proposes the stages of modeling and analyzing structural equations into seven steps, namely: (1) theoretical model development, (2) compiling path diagrams (path diagrams), (3) changing path diagrams into equations structural analysis, (4) selecting an input matrix for data analysis, (5) assessing model identification, (6) evaluating model estimates, (7) interpreting the model. The description of each step will be described as follows: Development of Theory-Based Model, basically SEM is a conatoryrmatory technique used to test causality relationships where changes in one variable are assumed to result in changes in other variables. The theoretical studies that underlie the constructs and the dimensions to be studied are explained in the theoretical studies and shown in the theoretical framework model. Compile a Path Diagram, in this step a path diagram will be presented to describe the causal relationship of the construct. In this study, there are four exogenous variables (quality of information, computer self-efficacy, knowledge of search domain, and subjective norms) and three endogenous constructs (perceived usefulness, perceived ease of use, and behavior intention).

The assumptions that must be met in the procedure for collecting and processing data analyzed by SEM modeling are as follows:

#### 1. Sample Size

The sample size that must be met in this model is a minimum of 100 and then a comparison of 5 observations is used for each estimated parameter.

#### 2. Normality and Linearity

Normality can be tested by looking at the histogram image of the data or can be tested by statistical methods. This normality test needs to be carried out both for normality for single data and for multivariate normality where several samples are used at once in the final analysis. The linearity test can be carried out by observing the scatterplots of the data, namely by selecting a pair of data and looking at the distribution pattern to predict whether there is linearity.

#### 3. Outliers

Outliers are observations that appear with extreme values both univariate and multivariate, namely those that arise because of the combination of their unique characteristics and look very much different from other observations. Special treatment can be held on these outliers as long as it is known how the outliers appeared,

#### 4. Multicollinearity and singularity

Multicollinearity can be detected from the determinant of the covariance matrix. The value of the determinant of the covariance matrix which is very small (extremely small) gives an indication of a multicollinearity or singularity problem.

After the suitability of the model is tested, another evaluation that must be carried out is the assessment of dimensionality and reliability. Undimensionality in calculating the reliability of the model shows that in a one-dimensional model, the indicators used have a good degree of conformity. While reliability is a measure of the internal consistency of construct indicators, using two ways, namely the recommended acceptance for construct reliability is a minimum of 0.70 and 0.50 for variance extracted. The acceptance rate is not a dead number.

The last step of SEM is model interpretation and model modification. The modification is done by observing the standardize residuals generated by the model. The safety limit for the residual amount is  $\pm 2.58$  which is significant at the 5% level (Hair et al., 1998 in Augusty, 2000). The residual value is greater than or equal to  $\pm 2.58$ , indicating a substantial error problem for a pair of indicators.

## 4. Result and Discussion

### 4.1. Result

This study aims to determine: 1) The influence of organizational culture on employee performance at the Office of Water Resources, Cipta Karya and Spatial Planning in North Sumatra Province, 2) The effect of work motivation on employee performance at the Office of Water Resources, Cipta Karya and Spatial Planning. North Sumatra province, 3) The influence of leadership style on employee performance at the Office of Water Resources, Cipta Karya and Spatial Planning of North Sumatra province and, 4) the influence of organizational culture, work motivation and leadership style on employee performance at the Office of Water Resources, Cipta Karya and Spatial Planning of North Sumatra province. The subjects in this study were employees at the Office of Water Resources, Cipta Karya and Spatial Planning, North Sumatra

province, totaling 35 people. The data used in this study is primary data. Primary data was obtained by distributing questionnaires to the Office of Water Resources, Human Settlements and Spatial Planning in the province of North Sumatra. The research results obtained from the field are presented as follows.

Based on the table, the regression equation research model can be arranged as follows:

$$Y = 2,413 + 0,361 + 0,360 + 0,256$$

The multiple regression equation model means:

1. The constant value is 2.413 which means that if the independent variables, namely Organizational Culture (X1), Work Motivation (X2) and Leadership Style (X3) are equal to zero, then Performance (Y) is 2.413.
2. The value of the regression coefficient  $X1 = 0.361$  indicates that if the Organizational Culture has increased by 100%, it will increase performance by 36.1%.
3. The value of the regression coefficient  $X2 = 0.360$  indicates that if work motivation has increased by 100%, it will result in an increase in performance of 36%.
4. The value of the regression coefficient  $X3 = 0.256$  indicates if the Leadership Style has increased by 100% it will result in an increase in performance of 25.6%.

The results of the t and f tests in this study can be explained as follows:

In the table above, it can be seen that the X1 variable, namely organizational culture, has a significance of 0.006 smaller than 0.05, meaning that organizational culture has a significant effect on employee performance. From the table above about the influence of organizational culture (X1) on employee performance (Y), the value of tcount is 2,964 > ttable 2.03693 with a probability of Sig 0.006, smaller than = 0.05. It can be concluded that organizational culture (X1) partially has a positive and significant influence on employee performance (Y).

In the table above, it can be seen that the X2 variable, namely work motivation, has a significance of 0.001 which is smaller than 0.05, meaning that work motivation has a significant effect on employee performance. From the table above about the effect of work motivation (X2) on employee performance (Y), the value of tcount is 3.490 > ttable 2.03693 with a probability of Sig 0.001, smaller than = 0.05. It can be concluded that work motivation (X2) partially has a positive and significant effect on employee performance (Y).

In the table above, it can be seen that the X3 variable, namely leadership style, has a significance of 0.062, greater than 0.05, meaning that leadership style has no effect on employee performance. From the table above about the influence of leadership style (X3) on employee performance (Y), the value of tcount is 1.936 > ttable 2.03693 with a probability of Sig 0.062, greater than = 0.05. It can be concluded that the leadership style (X3) partially has a negative and insignificant effect on employee performance (Y).

Based on the f test table, it is known that there is a significant value of 0.000. This significant value is smaller than 0.05, meaning that Organizational Culture, Work Motivation and Leadership Style have a significant effect on Employee Performance. If we compare the value of fcount with ftable, it produces 42,425 > 3.29 so that it can be concluded that Organizational Culture, Work Motivation and Leadership Style have a significant effect on employee performance.

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#### 4.2. Discussion

Based on the t-test, the organizational culture variable partially has a positive and significant effect on employee performance at the Office of Water Resources, Human Settlements and Spatial Planning, North Sumatra Province. This is appropriate, as seen in the statement on organizational culture that respondents tend to agree with the response. There are only 4 statement items that are not dominant for agreeable responses by respondents, namely statement item number 2 "The norms in the office are in accordance with the procedures set by the leadership ..", statement item number 7 "If the leader gives me work assignments I will try do their best to be able to complete it on time", statement item number 9 "If a problem arises at the office, then the leadership always tries to solve it together with the family system", and statement item number 10 "In order to achieve organizational goals, employees must help each other in carrying out if there are other employees who have difficulty carrying out their duties. This shows that the majority of respondents stated that they felt happy to undergo changes in organizational culture and employees would quickly adapt to these organizational changes. This shows that changes in organizational culture given to employees are considered to be in accordance with their wishes. The results of this study indicate that there is a significant influence between organizational culture on employee performance. This is in line with the results of previous research by Iqbal Hadi et al (2017: 96) which showed that organizational culture affected the work motivation of PT. Perkebunan Nusantara XII Regional Office I Jember with a positive direction.

Based on the t-test, the motivation variable partially has a positive and significant effect on employee performance at the Office of Water Resources, Human Settlements and Spatial Planning in North Sumatra Province. This is appropriate seen in the statement on motivation tends to get a response agreed by the respondents. There are only 4 statement items that are not dominant for agreeable responses by respondents, namely statement item number 2 "Employees' social relations with the leadership are going well at the office.", statement item number 7 "I don't want to waste time in completing tasks given by superiors", item statement number 9 "I try my best at work to be the best at the office so that the results are satisfactory.", and statement item number 10 "I always try to build good relationships with superiors and co-workers in the office". This shows that the majority of respondents stated that they felt motivated to improve their performance so that with the motivation that had been given to employees they would be able to adapt to these changes. This shows that the provision of work motivation given to employees is considered to improve employee performance. The results of this study state that there is a significant influence between work motivation on employee performance. This is in line with the results of previous research by Iqbal Hadi et al (2017) which showed that work motivation affected the work motivation of PT. Perkebunan Nusantara XII Regional Office I Jember with a positive direction.

Leadership is the process of directing and influencing members in terms of various activities that must be carried out. According to Wibowo (2015) defines leadership as an activity to influence the behavior of others, or the art of influencing human behavior both individually and in groups in achieving an organizational goal. According to Siagian (2012: 154) leadership is an activity that is not only limited by bureaucratic rules or manners, does not have to be tied to a particular organization, but can occur anywhere, as long as someone shows his ability to influence the behavior of others towards the achievement of a certain goal. . The results of this study indicate that there is no significant effect of leadership style on employee performance. This is in line with the results of Hasbidin's previous research (2017:114) which showed that based on the results of data processing, it was found that there was no significant influence between leadership on employee performance at Bank Syariah Mandiri in Medan City.

Based on the f-test, all independent variables simultaneously or simultaneously have a positive and significant effect on employee performance at the Office of Water Resources, Cipta Karya and Spatial Planning of North Sumatra Province. This is appropriate, seen in the average respondent's answer to the statement item, which tends to get an agree response by the respondents. This shows that the majority of respondents stated that they agreed that all the independent variables in this study could improve the performance of employees at the Office of Water Resources, Cipta Karya and Spatial Planning of North Sumatra Province. The results showed that organizational culture, work motivation and leadership style had a significant effect on employee performance. This is evidenced by a significance value of 0.000, this indicates that the significance value is less than 5% ( $p < 0.05$ ;  $p = 0.000$ ). If we compare the value of Fcount with Ftable, it produces  $42.425 > 2.910$  so that it can be concluded that Organizational Culture, Work Motivation and Leadership Style have a significant effect on Employee Performance. The contribution of organizational culture, work motivation and leadership style has a significant effect on employee performance by 0.501 or 50.1%.

## 5. Conclusion

1. Based on the t-test table on the influence of organizational culture on employee performance, the tcount value is  $2,964 > ttable 2.03693$  with a probability of Sig 0.006, smaller than  $= 0.05$ . It can be concluded that organizational culture partially has a positive and significant influence on employee performance.
2. Based on the t-test table on the effect of work motivation on employee performance, the tcount value is  $3.490 > ttable 2.03693$  with a probability of Sig 0.001, smaller than  $= 0.05$ . It can be concluded that work motivation partially has a positive and significant influence on employee performance.
3. Based on the t-test table on the influence of leadership style on employee performance, the tcount value is  $1.936 > ttable 2.03693$  with a probability of Sig 0.062, greater than  $= 0.05$ . It can be concluded that the leadership style partially has a negative and insignificant effect on employee performance.
4. Based on the f test table, it is known that there is a significant value of 0.000. This significant value is smaller than 0.05, meaning that Organizational Culture, Work Motivation and Leadership Style have a significant effect on Employee Performance. When compared with the value of Fcount with Ftable, the result is  $42,425 > 3.29$  so that it can be concluded that Organizational Culture, Work Motivation and Leadership Style have a positive and significant effect on employee performance.

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