

## **Work Motivation As An Intervening Variables Between Organizational Culture, Leadership, And Performance Of Seaport Offices In The City Of Batam, Indonesia**

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### **Abstract**

The Batam Port Office, To Improve The Performance Of Its Employees, Is Faced With The Problem Of Understanding The Main Tasks And Functions In Supporting The Implementation Of Each Employee's Duties. In Carrying Out Duties, Each Employee Must First Have A Good Understanding Of The Duties And Functions That Have Been Determined To Support The Achievement And Work Targets That Have Been Set. For This Study, The Population And Sample Are All Employees Of The Batam Port Office In Batuampar, Batam City, Riau Islands Province, With 135 Employees. The Analysis Tool Uses Path Analysis, A Quantitative Analysis Technique That Is The Development Of Multiple Linear Regression. The Coefficient Value Of The Direct Influence Of Organizational Culture (X1) On Work Motivation (X3) Is A Significant Influence On Work Motivation (X3). The Coefficient Value Of Natural Leadership Influence (X2) On Work Motivation (X3) Has A Significant Effect On Employee Performance (X4). The Coefficient Value Of Direct Leadership Influence (X2) On Employee Performance (X4) Has A Substantial Impact On Employee Performance (X4). The Coefficient Value Of The Immediate Effect Of Work Motivation (X3) On Employee Performance (X4) Has A Significant Impact On Employee Performance (X4). The Coefficient Value Of Indirect Influence Organizational Culture (X1) Has No Significant Effect On Employee Performance (X4) Through Work Motivation (X3). The Coefficient Value Of The Indirect Impact Of Leadership (X2) Has No Significant Impact On Employee Performance (X4) Through Work Motivation (X3). From The Results Of This Study, It Was Found That All Employee Performance Problems Were Answered With Evidence Of All The Influence Of Variables On Intervening, And The Variables Had A Significant Positive Trend. This Needed To Be Maintained, And Employee Performance Improved. Port Office Batam.

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

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## **I. Preliminary**

### **1. Background Problem**

Human Resources In The Current Era Of Globalization Are An Essential Factor For Running An Organization To Achieve A Program Or Work Plan Set By The Organization, Namely By Optimizing The Organization's Potential And Active Role. Likewise, Employees At The Batam Port Office Have An Essential Role In The Traffic Of People And Goods At The Port. Therefore, Employees At The Batam Port Office In Carrying Out Their Daily Tasks Are Related To Organizational Culture, Leadership, And Work Motivation, Which Are Part Of The Employee Behavior Parameters That Can Affect The Agency's Work Results Or Work Performance.

The Batam Port Office, To Improve The Performance Of Its Employees, Is Faced With The Problem Of Understanding The Main Tasks And Functions In Supporting The Implementation Of Each Employee's Duties. In Carrying Out Duties, Each Employee Must First Have A Good Understanding Of The Duties And Functions That Have Been Determined To Support The Achievement And Work Targets That Have Been Set. Based On Brief Observations Made By Researchers, Organizational Culture, Leadership, And Work Motivation At The Batam Port Office Have Not Been Supported In Optimizing Employee Performance Based On Established Performance Standards.

Public Demands For Good Governance And A Government That Is Free From Corruption, Collusion, And Nepotism Are Caused By The Increasing Critical Power Of The Community, Due To The Influence Of Democratization, Decentralization And So That People Are No Longer Tolerant Of Corrupt Behavior, Lack Of Service And Are Not Transparent. Based On The Above Background, The Writer Is Interested In Compiling A Thesis Proposal With The Title "Work Motivation As An Intervening Variables Between Organizational Culture, Leadership, And Performance Of Sea Port Offices In The City Of Batam, Indonesia."

### **2. Formulation Of The Problem**

Based On The Problem Boundaries Above, The Formulation Of The Research Problem Is Determined As Follows:

1. Is There A Direct Influence Of Organizational Culture On Work Motivation At The Batam Port Office?
2. Is There A Direct Influence Of Leadership On Work Motivation At The Batam Port Office?
3. Is There A Direct Influence Of Motivation On Employee Performance At The Batam Port Office?
4. Is There A Direct Influence Of Organizational Culture On Employee Performance At The Batam Port Office?
5. Is There A Direct Influence Of Leadership On Employee Performance At The Batam Port Office?
6. Is There An Indirect Influence Of Organizational Culture On The Performance Of Batam Port Office Employees Through Work Motivation?
7. Is There An Indirect Effect Of Leadership On The Performance Of Batam Port Office Employees Through Work Motivation?

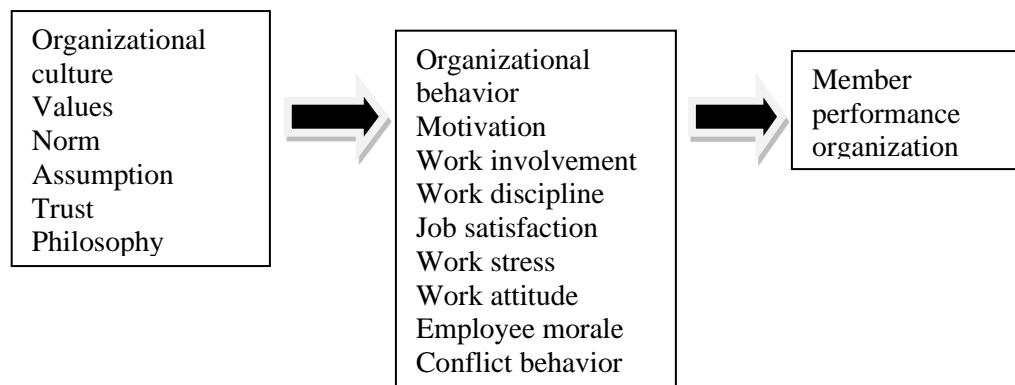
## **II. Theoretical Basis**

### **1. Organizational Culture**

Organizational Culture Refers To A System Of Shared Meanings Held By Members That Differentiate The Organization From Other Organizations. Thus, Organizational Culture Is A Pattern Of Beliefs And Values That Are Understood And Shared By Members Of The Organization. This Pattern Gives Its Meaning To The Organization Concerned And Becomes The Basis For The Rules Of Conduct In The Organization (Sobirin, 2007). In Conclusion, Organizational Culture Is A Character Or Behavior Trait That Must Be Understood And Enforced By Every Organization Member In Dealing With External Problems In Interacting With Fellow Members Of The Organization And Other Organizations. Based On Its Primary Function, Yukl In Sunyoto (2012:

Decree Of The Minister Of State Apparatus Empowerment Number 25 / Kep / M.Pan / Iv / 2002 Concerning Guidelines For The Development Of State Apparatus Culture, Supriadi (2006: 30-37) Stipulates The Values Of Work Culture As Guidelines In The Development Of The State Apparatus, Which Consists Of Commitment And Consistent With The Vision, Mission And Objectives Of The Organization, In The Implementation Of State Policies And Applicable Laws And Regulations, Authority And Responsibility, Sincerity

And Honesty, Integrity And Professionalism, Creativity And Sensitivity To The Environment Of Duty, Leadership And Exemplary, Togetherness And Group Dynamics Work, Accuracy And Speed, Rationality And Emotional Intelligence, Determination And Assertiveness, Discipline And Work Order, Courage And Wisdom In Making Decisions And Handling Conflicts, Dedication And Loyalty, Enthusiasm And Motivation, Diligence And Patience, Fairness And Openness As Well As Mastery Of Science And Technology Needed To Carry Out A Task Or Job.



**Picture 1. Relationship Between Organizational Culture And Performance**

Source: Wirawan (2008: 125)

## **2. Leadership**

Wijayanto (2012: 165) Defines The Ability To Lead (Leadership) As A Skill Needed By Every Manager Or Leader To Direct Employees Or Employees To Work Optimally. According To Dubrin In Chairunnisah (2012: 2) States That Leadership Is An Effort To Influence People Through Communication To Achieve Goals, How To Influence People With Directions Or Orders, Actions That Cause Others To Act Or Respond And Cause Positive Change, A Vital Dynamic Force That Motivates And Coordinating The Organization In Order To Achieve Goals, The Ability To Create Confidence And Support Among Subordinates So That Organizational Goals Can Be Achieved. A Leader Is Someone Who Can Influence And Direct Subordinates To The Desired Goals. We Are The Leader In An Organization Is A Determining Factor In The Success Or Failure Of An Organization, Both Governmental And Business Organizations. The Quality Of The Leader Determines The Success Of The Institution Or Organization. Because Successful Leaders Can Anticipate Sudden Changes, Can Correct The Weaknesses Of Subordinates, And Can Bring The Organization To Its Goals Within A Predetermined Period.

In Addition, A Leader Must Also Be Able To Provide Job Satisfaction To Employees To Create Employee Morale Properly In Working To Create Quality Employees And Participate In Advancing The Company. If Employees Are Passionate About Work, The Employee's Work Performance Will Increase Automatically, And The Company Or Agency's Goals Will Be Achieved According To The Expected Results. A Leadership Theory Approach Divides Leadership Orientation Into Two Types, First Leadership Oriented To Humans Or Subordinates (Consideration) And Oriented To The Task Structure (Initiating Structure). Consideration Leadership Is Leadership That Is Oriented To The Form Of Leadership's Attention To Subordinates,

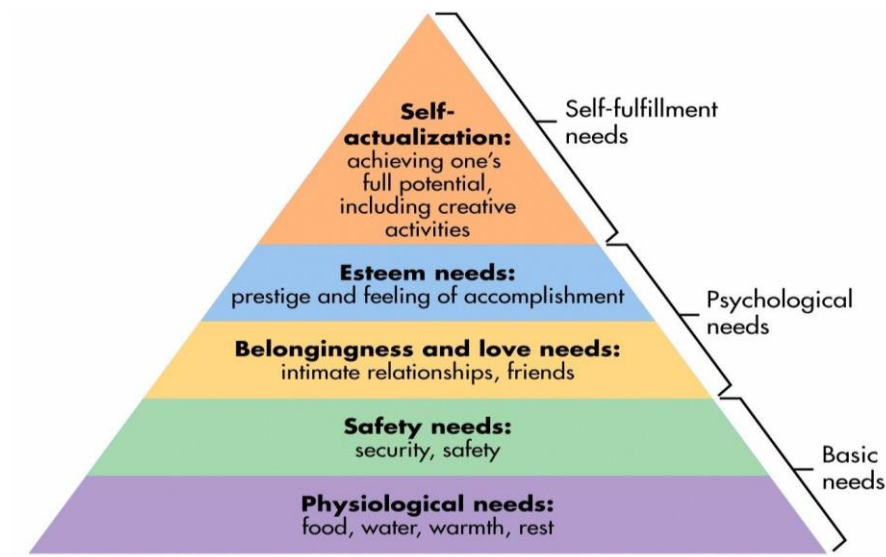
### **3. Work Motivation**

Heller And Wibowo (2011: 378) Defines Motivation As A Psychological Process That Generates And Directs Behavior Towards Goal Achievement Or Goal-Directed Behavior. Meanwhile, According To Malayu In Sunyoto (2012: 191) Defines Motivation Is An Incentive To Drive Someone's Will To Work. According To Slamet (2012: 165), Work Motivation Can Be Interpreted As A Drive-In Organizational Member That Activates, Empowers, And Directs Behavior In Carrying Out Tasks That Include The Need For Achievement, Affiliation, And Power. Work Motivation Is An Impulse That Influences The Behavior Of The Workforce To Try To Improve Performance Because Of A Belief That Increasing Performance Has Benefits For Him. Spiritual Morals Can Be Interpreted As The Practice Of Moral Values Based On The Purpose Of Life, Which Is To Develop All Skills In A Coordinated And Beneficial Way. Whatever God Has Bestowed Upon Humans, Both Mental Faculties And Others So That They Can Be Used As Well As Possible.

Motivation Can Be In The Form Of Intrinsic And Extrinsic Motivation. Intrinsic Motivation Is When The Nature Of The Job Itself Makes A Person Motivated. That Person Gets Satisfaction By Doing The Job, Not Because Of Other Stimuli Such As Status Or Money, Or It Can Also Be Said That Someone Is Doing His Hobby. Meanwhile, Extrinsic Motivation Is When The Elements Outside Of Work Inherent In The Job Are The Main Factors That Make A Person Motivated, Such As Status Or Compensation. Many Motivation Theories Put Forward By Experts Are Intended To Provide Descriptions Leading To What Humans And Humans Can Be Like. Landy And Becker Grouped The Motivation Theory Approach Into Five Categories: Needs Theory, Reinforcement Theory, Justice Theory, Expectancy Theory, And Goal-Setting Theory. According To Ivanovic (2007: 167), Motivation Is Formed By At Least Three Different Components, Namely Direction, Intensity, And Persistence. Direction Refers To What An Individual Chooses To Do When Presented

With Several Alternative Actions. Intensity Refers To The Strength Of An Individual's Response When A Choice Of Direction Is Made. Persistence Refers To The Continued Strength Of Behavior Or The Length Of Time A Person Will Dedicate To Effort. Intensity Refers To The Strength Of An Individual's Response When A Choice Of Direction Is Made. Persistence Refers To The Staying Power Of Behavior Or, Over Time, A Person Will Dedicate Effort. Intensity Refers To The Strength Of An Individual's Response When A Choice Of Direction Is Made. Persistence Refers To The Staying Power Of Behavior Or, Over Time, A Person Will Dedicate Effort.

Maslow's Theory (Dessler, 2007: 97) States That Needs Are Arranged In A Hierarchy That Takes A Long Time To Increase, Which Are Called Psychological Needs, Security Needs, Social Needs, Self-Confidence, And Self-Actualization, To Be Clearer Maslow's Hierarchy Of Needs Can Be Seen In The Following Figure. :



**Picture 1. Maslow's Hieraki Of Needs**

**Source: Ivancevic (2007; 149)**

Maslow Identified Five Levels In The Hierarchy Of Needs Briefly As Follows:

1. First, Physiological Needs, The Most Basic Level In This Hierarchy, Relate To Primary Needs, According To The Theory That Once Basic Needs Are Satisfied, They Are No Longer Motivating.
2. Security Needs, This Second Level Of Need Is More Or Less Equivalent To Security Needs. Maslow Emphasized Emotional And Physical Safety. Likewise With Physiological Needs, If Safety Needs Are Satisfied, They Will No Longer Motivate.
3. Social Needs, This Third Level Of Need Is Related To Effectiveness And Affiliation.

4. The Need For Appreciation, The Level Of Appreciation, Represents A Higher Human Need. Power, Achievement, And Status Can Be Considered Part Of This Level.
5. Self-Actualization Needs, This Level Is The Peak Of All Human Needs That Are Low, Medium, And Higher. A Person Who Has Self-Actualization Is A Person Who Is Fulfilled And Realizes All Of His Potentials.

#### **4. Employee Performance**

According To Prawirosentoro In Pasolong (2008: 197), Performance Is The Work That Employees Or Groups In An Organization Can Achieve By Their Respective Authorities And Responsibilities To Achieve The Goals Of The Organization Concerned Legally Does Not Violate Laws And Is By Morals And Ethics. According To Tika (2008: 121), Performance Results From The Work Function Or Activity Of A Person Or Group In An Organization Influenced By Various Factors To Achieve Organizational Goals Within A Certain Period. According To Wibowo (2011: 81) Provides An Understanding Of Performance As A Process Of How Work Takes Place To Achieve Work Results, Where Several Factors Need To Be Considered To Achieve An Organization That Has Good Performance, Namely:

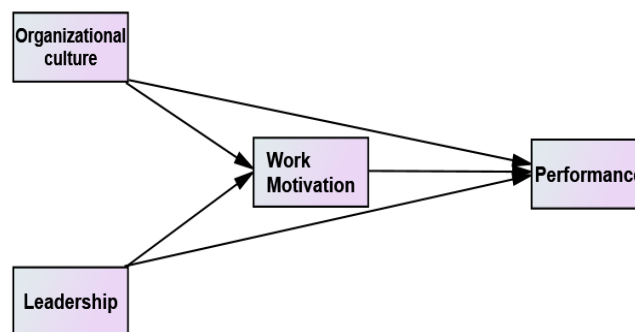
According To Mathis (2006: 378), General Employee Performance For Most Jobs Includes The Number Of Results, Quality Of Results, Timeliness Of Results, Attendance, And Ability To Work Together. According To Gibson Et Al., Abdilah (2011: 6) States That Employee Performance Is Influenced By Various Factors, Namely, Individual Factors, Organizational Factors, And Psychological Factors. According To Mathis (2006: 378), Performance Is Basically What Employees Do Or Do Not Do. Simanjuntak (2005: 1) Adds That Performance Is The Achievement Level Of Results To Realize Organizational Goals. Performance Results From Work With A Strong Relationship With Organizational Strategic Goals, Customer Satisfaction And Contributes To The Economy (Armstrong And Baron In Wibowo (2008: 2). According To Pasolong (2008: 196), The Concept Of Performance Can Be Seen From Two Aspects, Namely Employee Performance (Per Individual) And Organizational Performance. Employee Performance Is The Result Of A Person's Work In The Organization. Meanwhile, Organizational Performance Is The Totality Of The Work Achieved By An Organization. Therefore, Employee Performance And Organizational Performance Are Very Closely Related.

Performance Is About What Is Done And How To Do It. An Expert Opinion Can Be Drawn Up That Performance Results From Work That Employees Or Groups Of Employees Can Achieve In An Organization By Their Respective Authorities And

Responsibilities. To Achieve The Goals Of The Organization Concerned Legally, It Does Not Violate The Law By Morals And Ethics. The Achievement Of Organizational Goals Cannot Be Separated From The Resources Owned By The Organization Driven Or Run By Employees Who Play An Active Role As Actors In Achieving Organizational Goals. Achieving Maximum Performance Will Not Be Separated From The Bureaucratic Leaders Motivating Their Subordinates To Carry Out Work Efficiently And Effectively.

### III. Research Model

Based On The Basis Above, A Line Of Thought About The Influence Of Organizational Culture, Leadership, And Motivation On Employee Performance Can Be Revealed So That The Correlation Model Between The Dependent (Bound) And Independent (Free) Variables In This Study Can Be Seen In The Following Conceptual Framework:



WORK MOTIVATION AS AN INTERVENING VARIABLES BETWEEN ORGANIZATIONAL CULTURE, LEADERSHIP, AND PERFORMANCE OF SEA PORT OFFICES IN THE CITY OF BATAM, INDONESIA

Fig. 2. Research Model (Researcher's Perception, 2021)

#### 1. Hypothesis

Based On The Problems That Have Been Proposed, The Research Objectives, Theoretical Studies, And Previous Research Concerning Organizational Culture, Leadership, Work Motivation, And Employee Performance Can Be Formulated As Follows:

1. Organizational Culture Has A Direct Effect On Work Motivation At The Batam Port Office.
2. Leadership Has A Direct Effect On Work Motivation At The Batam Port Office.
3. Work Motivation Has A Direct Effect On Employee Performance At The Batam Port Office.
4. Organizational Culture Has A Direct Effect On Employee Performance At The Batam Port Office.



5. Leadership Has A Direct Effect On Employee Performance At The Batam Port Office.
6. Organizational Culture Has An Indirect Effect On Employee Performance Through Work Motivation At The Batam Port Office.
7. Leadership Has An Indirect Effect On Employee Performance Through Work Motivation At The Batam Port Office.

## **2. Object Of Research**

The Variables To Be Analyzed In This Study Are Independent Variables (*Independent Variable*), Organizational Culture, Leadership, And Work Motivation As Intervening, While The Dependent Variable (Dependent Variable Or Predictor) Is Employee Performance. The Observation Unit In This Research Is The Regional Port Office Of The Riau Islands Province. The Research Object Is The Civil Servant And Honor Employees At The Regional Port Office Of The Riau Islands Province. This Research Was Conducted To Obtain Information About Organizational Culture, Leadership, And Work Motivation (As An Intervening Variable) On Employee Performance (As A Predictor). This Research Is Descriptive, Aims To Change The Raw Data Set Into A Form That Is Easy To Understand, In The Form Of More Concise Information (Istijanto, 2010: 96).

This Research Uses A Survey Approach, Namely Research That Examines Population Data Through Samples By First Collecting Data Directly Into The Field To Find Out Respondents' Perceptions Of The Problems Of This Study, Especially Regarding Organizational Culture, Leadership And Work Motivation, And The Performance Of Batam Port Office Employees. This Research Also Includes An Associative Approach Which Aims To Examine The Relationships Between Research Variables. The Relationships Studied Are In The Form Of Path Relationships, Where There Are Independent Variables, Intervening Variables (Between), And The Dependent Variable. The Process Of Collecting Research Data Was Carried Out Indirectly, Namely Through The Distribution Of Research Instruments In Questionnaires. For Data Processing Requirements Using Path Analysis (Path Analysis), A Quantitative Analysis Technique Is The Development Of Multiple Linear Regression. The Path Analysis Technique Has Advantages Because The Path Analysis Model Can Find Indirect Effects In The Relationship Between Variables Through Intermediate Variables. After All, It Gets More Accurate, Sharp, And Detailed Results (Rumengan, 2013: 113).

## **3. Population And Sample**

### **a) Population**

The Population Is An Area Of Generalization That Occurs On Objects Or Subjects That Become Specific Quantities And Characteristics Set By Researchers To Study And Draw Conclusions (Sugiyono, 2013: 148). For This Research, The Population Is All Port Office Employeesbatam With An Address At Jalan Yos Sudarso No.3 Batuampar, Batam City, Riau Islands Province, With 135 Employees.

**b) Sample**

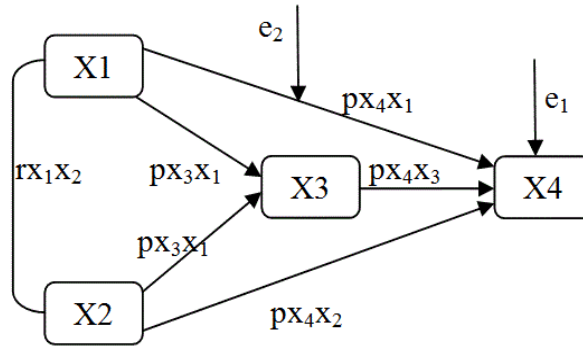
The Sample Is Part Of The Number And Characteristics Of The Population. Suppose The Population Is Significant, And The Researcher Cannot Study Everything In The Population, For Example, Because Of Limited Funds, Energy, And Time. In That Case, The Researcher Can Use A Sample Taken From That Population. (Sugiyono, 2013: 149). In This Study, The Population That Exists As A Sample Is Because The Total Population Is Only 135 People, Using Census Techniques.

**c) Path Analysis**

According To Romanian (2013: 113-114), Path Analysis Is A Quantitative Analysis Technique That Is The Development Of Multiple Linear Regression. Path Analysis Can Find Indirect Effects In The Relationship Between Variables Through Intermediate Variables. The Basic Principles Of Using Path Analysis:

1. The Existence Of Linearity, The Variable Relationship Is Linear
2. No Additivity, No Interaction Effects
3. Interval Scale Data
4. All Residual Variables Do Not Correlate With Any Of The Variables In The Model.
5. The Residual Variables Should Not Be Correlated With All Endogenous Variables In The Model.
6. There Should Only Be Low Multicollinearity.
7. There Is Recursivity; All Arrows Have One Direction
8. There Is An Adequate Sample Size

The Purpose Of This Study Aims To Reveal The Influence Of Exogenous Variables With Endogenous Variables Using The Path Analysis Method Because Several Exogenous Variables Influence One Endogenous Variable And Exogenous Variables Have A Relationship. The Exogenous Variables In This Study Are Organizational Culture (X1) And Leadership (X2), While The Endogenous Variables Of Work Motivation (X3) And Employee Performance (X4) Or As Predictors, With The Following Relationship, Flow:



**Fig. 3. Path Analysis Flow**

The Functional Relationship Of Each Variable Can Be Stated As Follows:

$$X4 = Px4x1 + Px4x2 + Px4x3 + \epsilon$$

Information:

X1 = Organizational Culture

X2 = Leadership

X3 = Work Motivation

X4 = Employee Performance

E = Other Variables Not Included In The Study

Px4x1 = The Magnitude Of The Influence Of X1 On X4

Px4x2 = The Magnitude Of The Influence Of X2 On X4

Px4x3 = The Magnitude Of The Influence Of X3 On X4

Px3x1 = Magnitude Of Influence X1 On X3

Px3x2 = The Magnitude Of The Influence Of X2 On X3

Rx1x2 = Correlation Between X1 And X2

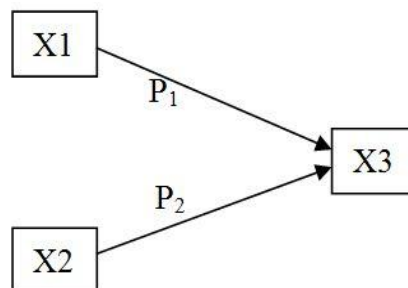
#### IV. Analysis Results And Discussion

##### 1. Path Analysis Model Testing

##### Equation Regression Model

The Structural Equation Model 1 In This Study Can Be Seen In The Image Below:

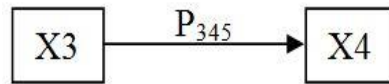
1. The Equation For The Structure I Is  $X3 = P1x1 + P2x2 + \epsilon1$



**Fig. 4. Structural Equation Model I**

The Equation Of The Structural Model I Explains The Effect Between (X1), (X2) On (X3).

- The Equation For The Structure Ii Is  $X4 = P3x1 + P4x2 + P5x3 + \epsilon2$



**Fig. 5. Structural Equation Model Ii**

The Structural Model Equation Ii Explains The Effect Between Variables (X3) On (X4).

**2. Testing The Path Analysis Coefficient**

The Following Is Testing The Coefficient Value Of The Path Analysis Research That The Researchers Processed Using Spss 21.0 Software, Namely:

- Correlation Coefficient (R)

**Table 1. Correlation Coefficient**

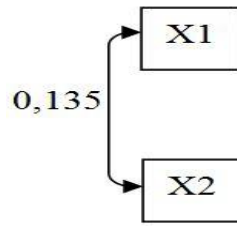
**Correlations**

		Total_X1	Total_X2
Total_X1	Pearson Correlation	1	.306 **
	Sig. (2-Tailed)		.000
	N	135	135
Total_X2	Pearson Correlation	.306 **	1
	Sig. (2-Tailed)	.000	
	N	135	135

\*\* . Correlation Is Significant At The 0.01 Level (2-Tailed).

Source: Data Processing With Spss 21, 2018

The Correlation Coefficient (R) Is 0.135. The Probability Value Obtained Is Sig (2-Tailed) 0.000 <A 0.05. Thus There Is A Significant Relationship Or Correlation Between Organizational Culture (X1) And Leadership (X2). However, The Desired Results Should Not Have Significant Results. These Results, Namely The Correlation Coefficient (R) Of 0.135, Were Entered Into The Path Analysis Diagram.



**Fig. 6. Correlation Coefficient**

2. The Coefficient Of The Path Equation Model I:  $X_3 = P_1x_1 + P_2x_2 + \epsilon_1$

**Table 2. Coefficient P $\epsilon_1$  (Adjust R-Square X1 And X2)**

**Model Summary B**

Model	R	R Square	Adjusted R Square	Std. The Error Of The Estimate	Durbin-Watson
1	.860a	.739	.736	2,5806	1,730

A. Predictors: (Constant), Total\_X2, Total\_X1

B. Dependent Variable: Total\_X3

Source: Data Processing With Spss 21, 2018

Organizational Culture (X1) And Leadership (X2) Have A Value Of 0.736 For Adjust R-Square. Thus, There Is A Contribution Of Variations In The Value Of Organizational Culture (X1) And Leadership (X2) To Influence Work Motivation (X3), Namely 73.6%. In Comparison, The Remaining 26.4% Contributes To Other Variables Not Included In The Research Model. Thus This Value Can Be Used In Calculating The Value Of The Path Coefficient With The Residual  $P\epsilon_1 = \sqrt{1-R^2} = \sqrt{1-0,736} = 0.5138$ .

**Table 3. Coefficients X1, X2 Against X3**

**Coefficients**

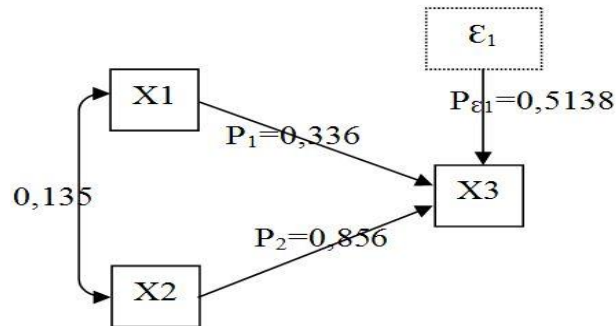
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	25,455	3,275		7,773	.000
1 Total_X1	.364	.088	.336	4,118	.000
Total_X2	.979	.051	.856	19,127	.000

Source: Processed Data With Spss 21, 2021

Based On The Table, There Are Respective Coefficient Values, Which Are Then Entered Into Path Analysis, Namely:

1. The Organizational Culture Coefficient (X1) Is  $P_1 = 0.336$ .
2. The Leadership Coefficient (X2) Is  $P_2 = 0.856$ .

Determination For The P Value<sub>1</sub>, P<sub>2</sub> And P<sub>ε1</sub>, Namely:  $X_3 = P_1x_1 + P_2x_2 + \epsilon_1$ . The Image Below Shows The Regression Coefficient Model Of The Equation I In This Study.



**Fig. 7. Path Equation Coefficient Model I**

3. The Coefficient Of The Path Equation Model Ii:  $X_4 = P_3x_1 + P_4x_2 + P_5x_3 + \epsilon_2$

**Table 4. Coefficient P<sub>ε2</sub>**

**Model Summary B**

Mode	R	R Square	Adjusted R Square	Std. The Error Of The Estimate	Durbin-Watson
1	.713a	.509	.497	2.4795	1,262

A. Predictors: (Constant), Total\_X3, Total\_X1, Total\_X2

B. Dependent Variable: Total\_X4

Source: Data Processing With Spss 21, 2018

Organizational Culture (X1), Leadership (X2), And Work Motivation (X3) Have A Value Of 0.497 For Adjust R-Square. Thus, There Is A Contribution Of Variations In The Value Of Organizational Culture (X1), Leadership (X2) And Work Motivation (X3) To Influence Employee Performance (X4), Namely 49.7%. In Comparison, The Remaining 50.3% Contributes To Other Variables Not Included In The Research Model. Thus This Value Can Be Used In Calculating The Value Of The Path Coefficient With The Residual  $P_{\epsilon 2} = \sqrt{(1-R^2)} = \sqrt{(1-0.587)} = 0.7092$ .

**Table 5. The Coefficients X1, X2, X3 Against X4**

**Coefficients**

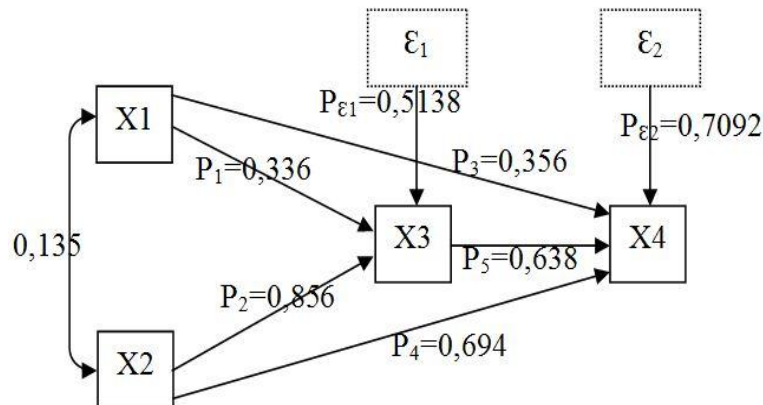
	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	28,441	2,265		12,557	.000
Total_X1	.268	.061	.356	4,395	.000
Total_X2	.553	.050	.694	11,124	.000
Total_X3	.445	.047	.638	9,560	.000

Source: Data Processing With Spss 21, 2018

Based On The Table, There Are Respective Coefficient Values, Which Are Then Entered Into The Path Analysis, Namely:

1. The Organizational Culture Coefficient (X1) Is  $P_3 = 0.356$ .
2. The Leadership Coefficient (X2) Is  $P_4 = 0.694$ .
3. The Coefficient Of Work Motivation (X3) Is  $P_5 = 0.638$ .

Determining The Values Of  $P_3, P_4, P_5$  And  $P_{\epsilon 2}$ , Namely:  $X_4 = P_3x_1 + P_4x_2 + P_5x_3 + \epsilon_2$ . The Image Below Shows The Regression Coefficient Model Of Equation Ii In This Study.



**Fig. 8. Path Equation Coefficient Model Ii**

**3. Hypothesis Testing (Interpretation Of Path Analysis)**

This Study's Path Analysis Hypothesis Testing Helps See The Variables That Are Significant Or Not A Direct And Indirect Influence In This Study. The Hypothesis Is  $H_0: P = 0$  Is No Significant Effect, And  $H_a: P \neq 0$  Is Significant (Reject  $H_0$  If The Value Is Sig.  $< A 0.05$  Or Accept  $H_0$  If The Value Is Sig.  $> A 0.05$ ). Here Is The Explanation:

- 1) The Direct Influence Of Organizational Culture (X1) On Work Motivation (X3). There Is A Sig.  $0.000 < \alpha 0.05$  Then  $H_0$  Rejects, Which Means That Organizational Culture (X1) Has A Significant Influence On Work Motivation (X3) With The Coefficient Of Direct Influence Of Organizational Culture (X1) On Work Motivation (X3) Is 0.336 So That The Total Direct Influence Is Obtained In This Study Is 0.336 Or Equal To 33.6%. The Coefficient Value Can Explain That The Direct Effect Of Organizational Culture (X1) On Work Motivation (X3) Is 33.6%.
- 2) The Direct Influence Of Leadership (X2) On Work Motivation (X3). There Is A Sig.  $0.000 < \alpha 0.05$  Then  $H_0$  Rejects, Which Means That Leadership (X2) Has A Significant Influence On Work Motivation (X3) With The Coefficient Of Direct Leadership Influence (X2) On Work Motivation (X3) Is 0.856 So That The Total Direct Influence Is Obtained In This Study. Is 0.856 Or Equal To 85.6%. The Coefficient Value Can Explain That The Direct Effect Of Leadership (X2) On Work Motivation (X3) Is 85.6%.
- 3) The Direct Influence Of Organizational Culture (X1) On Employee Performance (X4). There Is A Sig.  $0.000 < \alpha 0.05$  Then  $H_0$  Rejects Which Means That Organizational Culture (X1) Has A Significant Influence On Employee Performance (X4) With The Coefficient Of Direct Influence Of Organizational Culture (X1) On Employee Performance (X4) Is 0.356 So That The Total Direct Influence Is Obtained In This Study Is 0.356 Or Equal To 35.6%. The Coefficient Value Can Explain That The Direct Effect Of Organizational Culture (X1) On Employee Performance (X4) Is 35.6%.
- 4) The Direct Influence Of Leadership (X2) On Employee Performance (X4). There Is A Sig Value.  $0,000 < \alpha 0.05$ ,  $H_0$  Rejects, Which Means That Leadership (X2) Has A Significant Influence On Employee Performance (X4) With The Coefficient Of Direct Influence Of Leadership (X2) On Employee Performance (X4) Is 0.694 So That The Total Direct Influence Is Obtained In This Study. Is 0.694 Or Equal To 69.4%. The Coefficient Value Can Explain That The Direct Effect Of Leadership (X2) On Employee Performance (X4) Is 69.4%.
- 5) The Direct Effect Of Work Motivation (X3) On Employee Performance (X4). There Is A Sig.  $0.000 < \alpha 0.05$  Then  $H_0$  Rejects Which Means That Work Motivation (X3) Has A Significant Effect On Employee Performance (X4) With The Coefficient Of The Direct Effect Of Work Motivation (X3) On Employee Performance (X4) Is 0.638 So That The Total Direct Influence Is Obtained In This Study Is 0.638 Or Equal To



63.8%. The Coefficient Value Can Explain That The Direct Effect Of Work Motivation (X3) On Employee Performance (X4) Is 63.8%.

- 6) The Indirect Effect Of Organizational Culture (X1) On Employee Performance (X4) Through Work Motivation (X3). The Indirect Effect Of Organizational Culture (X1) On Employee Performance (X4) Through Work Motivation (X3) Is Seen From The Multiplication Of The Value Of Organizational Culture Coefficient (X1) On Work Motivation (X3) With The Value Of Work Motivation Coefficient (X3) On Employee Performance (X4), Is:  $P1 \times P5 = 0.336 \times 0.638 = 0.2143$ . The Total Influence Of Organizational Culture (X1) On Employee Performance (X4) Is Seen Based On The Value Of Direct Influence + Indirect Effect =  $0.356 + 0.2143 = 0.5703$ . So That It Can Be Concluded In This Study That The Value Of The Coefficient Of Indirect Effect  $<$  Direct Effect ( $P1 \times P5 < P3$ ) Or ( $0.336 \times 0.638 < 0.356$ ) Or  $0.2143 < 0.356$ . So That Organizational Culture (X1) Has No Significant Effect On Employee Performance (X4) Through Work Motivation (X3). Alternatively, It Can Also Be Concluded That Work Motivation (X3) Is Not An Intervening Variable In Mediating The Relationship Between Organizational Culture (X1) And Employee Performance (X4). Thus It Is Concluded That The Actual Influence Between Organizational Culture (X1) And Employee Performance (X4) Is A Direct Effect.
- 7) The Indirect Effect Of Leadership (X2) On Employee Performance (X4) Through Work Motivation (X3). The Indirect Effect Of Leadership (X2) On Employee Performance (X4) Through Work Motivation (X3) Is Seen From The Multiplication Of The Leadership Coefficient (X2) On Work Motivation (X3) And The Work Motivation Coefficient (X3) On Employee Performance (X4). , Is:  $P2 \times P5 = 0.856 \times 0.638 = 0.5461$ . The Effect Of Total Leadership (X2) On Employee Performance (X4) Is Seen Based On The Value Of Direct Influence + Indirect Effect =  $0.694 + 0.5461 = 1.2401$ . So It Can Be Concluded In This Study That The Value Of The Coefficient Of Indirect Effect  $<$  Direct Effect ( $P2 \times P5 < P4$ ) Or ( $0.856 \times 0.638 < 0.694$ ) Or  $0.5461 < 0.694$ . So That Leadership (X2) Has No Significant Effect On Employee Performance (X4) Through Work Motivation (X3). Alternatively, It Can Also Be Concluded That Work Motivation (X3) Is Not An Intervening Variable As A Variable Between The Relationship Between Leadership (X2) And Employee Performance (X4). Thus It Is Concluded That The Actual Influence Between Leadership (X2) And Employee Performance (X4) Is A Direct Effect.

## V. Conclusion

Based On The Results Of Data Analysis, Hypothesis Testing, And Findings, It Can Be Concluded As Follows:

1. The Coefficient Value Of The Direct Influence Of Organizational Culture (X1) On Work Motivation (X3) Is A Significant Influence On Work Motivation (X3).
2. The Coefficient Value Of Direct Leadership Influence (X2) On Work Motivation (X3) Has A Significant Effect On Employee Performance (X4).
3. The Coefficient Value Of Direct Leadership Influence (X2) On Employee Performance (X4) Has A Significant Effect On Employee Performance (X4).
4. The Coefficient Value Of The Direct Effect Of Work Motivation (X3) On Employee Performance (X4) Has A Significant Effect On Employee Performance (X4).
5. The Coefficient Value Of Indirect Influence Organizational Culture (X1) Has No Significant Effect On Employee Performance (X4) Through Work Motivation (X3).
6. The Coefficient Value Of The Indirect Effect Of Leadership (X2) Has No Significant Effect On Employee Performance (X4) Through Work Motivation (X3).

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