



EMPLOYEE PERFORMANCE REVIEWED FROM LEADERSHIP, ORGANIZATIONAL CULTURE AND MOTIVATION

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Abstraksi.

Penelitian ini bertujuan untuk mengetahui seberapa besar pengaruh Kepemimpinan, Budaya Organisasi dan Motivasi terhadap Kinerja Pegawai pada Dinas Pendidikan dan Kebudayaan di Kabupaten Pati.

Populasi dalam penelitian ini adalah pegawai Dinas Pendidikan dan Kebudayaan di Kabupaten Pati yang ada pada saat pengumpulan data, yaitu sejumlah 94 pegawai Dinas Pendidikan dan Kebudayaan di Kabupaten Pati. Teknik pengambilan menggunakan *accidental sampling*, yaitu suatu metode penentuan sampel dengan mengambil responden yang kebetulan ada atau tersedia di suatu tempat sesuai dengan konteks penelitian. Metode Penelitian yang digunakan adalah metode analisis regresi linier berganda, pengujian parsial (Uji T), pengujian signifikansi model (Uji F) dan pengujian koefisien determinasi (R^2).

Hasil dari penelitian ini adalah menunjukkan dengan nilai koefisien regresi kepemimpinan sebesar 0,204. Sedangkan untuk nilai Thitung 3,638 > Ttabel 1,987 dan sign 0,000, Budaya Organisasi sebesar 0,553. Sedangkan untuk nilai Thitung 13,789 > 1,987 dan Motivasi sebesar 0,411. Sedangkan untuk nilai Thitung 6,331 > 1,987 dan sign 0,000. Berdasarkan hasil uji Koefisien determinasi R^2 sebesar 77,1%. Hal ini berarti hubungan kepemimpinan, Budaya Organisasi dan Motivasi memiliki pengaruh positif dan signifikan terhadap kinerja pegawai pada Dinas Pendidikan dan Kebudayaan di Kabupaten Pati, hal ini dapat di buktikan pada uji F sebesar F hitung 101,166 > F tabel 2,70 dengan angka signifikansi = 0,000 pada Dinas Pendidikan dan Kebudayaan di Kabupaten Pati.

Kepemimpinan berpengaruh dalam rangka mempertahankan keoptimalan kinerja pegawai Dinas Pendidikan dan Kebudayaan di Kabupaten Pati maka disarankan harus tetap menerapkan dan mempertahankan kepemimpinan, Budaya Organisasi yang baik didalam instansi agar pegawai Dinas Pendidikan dan Kebudayaan di Kabupaten Pati mampu termotivasi ketika pemimpinannya baik dalam segala hal, dikarenakan dalam suatu organisasi maupun instansi itu keputusan tetap ada pada tangan pemimpin.

Kata Kunci:

kepemimpinan, budaya organisasi, motivasi, kinerja pegawai.

Abstract.

This research aims to find out how much influence Leadership, Organizational Culture and Motivation have on

Employee Performance at the Education and Culture Service in Pati Regency.

The population in this study were employees Performance at the Education and Culture Service in Pati Regency who were present at the time of data collection, namely 94 employees Performance at the Education and Culture Service in Pati Regency. The collection technique uses accidental sampling, which is a method of determining samples by taking respondents who happen to be present or available in a place according to the research context. The research method used is multiple linear regression analysis method, partial testing (T test), model significance testing (F test) and coefficient of determination testing (R^2).

The results of this research show a leadership regression coefficient value of 0.204. Meanwhile, the Tcount value is $3.638 > T_{table} 1.987$ and the sign is 0.000, Organizational Culture is 0.553. Meanwhile, the Tcount value is $13.789 > 1.987$ and Motivation is 0.411. Meanwhile, the T value is $6.331 > 1.987$ and the sign is 0.000. Based on the test results, the coefficient of determination R^2 is 77.1%. This means that the relationship between leadership, organizational culture and motivation has a positive and significant influence on employee performance at the Department of Education and Culture in Pati Regency. This can be proven in the F test of F count $101.166 > F_{table} 2.70$ with a significance figure = 0.000 at Department of Education and Culture in Pati Regency.

Keywords:

leadership, organizational culture, employee motivation, performance

Leadership is influential in maintaining optimal employee performance, so it is recommended that you continue to implement and maintain good leadership, Organizational Culture within the organization so that employees Performance at the Education and Culture Service in Pati Regency are able to be motivated when their leadership is good in all respects, because in an organization or agency the decision remains in the hands of the leader.

INTRODUCTION

In order to advance an organization that focuses on improving employee performance, a leader figure who has influence over those he leads is needed, where a leader must have authority over employees, so that in carrying out their duties, employees voluntarily want to be directed towards goals that are in accordance with the vision and mission of the organization. According to Ratnasari (2021), Leadership Style is a pattern of behavior and strategy that is preferred and often applied by a leader in order to achieve organizational goals. In carrying out their duties, leaders have three (3) basic patterns of leadership style, namely leaders who prioritize task implementation, leaders who prioritize cooperative relationships and leaders.

In achieving public services must have very good employee performance, then it is necessary to strive for good factors to support the workforce to work optimally. Every company

or organization will try to improve employee performance to achieve predetermined goals. Various ways are taken to improve employee performance, for example through work motivation, leadership and career development opportunities (Watimena, 2007) in Perdana and Andriyani (2011).

The next factor is organizational culture, the desired organizational culture needs to have specificity in order to provide color, values, norms and beliefs in the implementation of daily employee work. Culture is a system of shared meaning. Therefore, the hope that is built from here is that individuals who have different backgrounds or are at different levels in the organization will understand organizational culture with a similar understanding. According to Luthans (2017) organizational culture is the norms and values that direct the behavior of organizational members. Each member will behave according to the prevailing culture in order to be accepted by their environment. In essence, organizational culture has good value for the progress of an organization, Ratnasari, (2021). The application of organizational culture in an organization can affect employee performance because the positive values contained in the organizational culture built in an organization will be able to encourage every employee involved in the Pati Regency Education and Culture Office to comply with and implement all policies set by the organization so that organizational goals can be achieved better.

In addition to organizational culture factors and leadership factors, motivation factors also need to be considered in order to achieve organizational goals. Stoner in Ratnasari (2021) defines motivation as something that causes, channels, and supports human behavior. The behavior that is expected to be demonstrated by employees in the organization is certainly behavior that will produce the best performance for the organization, and certainly not vice versa. Motivation is a driving force for employees to want to work hard and earnestly to achieve the desired goals. Motivation arises with the presence of several unmet needs, which causes pressure or a sense of dissatisfaction in itself, thus encouraging the creation of good employee performance.

Hasibuan (2018) stated that motivation is the provision of driving force that creates a person's passion for work, so that they are willing to work together, work effectively and integrate with all their efforts to achieve satisfaction. The intensity of the strength from within a person to do a task or achieve a target shows the extent of their motivation. The current condition is that employee motivation has decreased significantly, this can be seen from the time they arrive and go home from the office which is not on time. In addition, from the less than optimal work results where there are still complaints from Employees of the Pati Regency Education and Culture Office, such as frequent delays in promotions, proposals for satya lancana awards, functional position decrees and others.

The results of research related to the influence of leadership style, organizational culture and motivation on employee performance have been studied by several previous researchers in different conditions and situations. Ratnasari (2021) in her research stated that leadership style has a significant effect on employee performance. These results are supported by further research conducted by Sugiyono (2022) who in her research stated that leadership style has a significant effect on employee performance. Different results were expressed by Dinarwati (2021) who stated in her research results that leadership style has no effect on employee performance.

Sugiyono (2021) in his research stated that organizational culture has a significant effect on employee performance. Similar results were also expressed by Poluan J. G (2019) who stated that organizational culture has a significant effect on employee performance. Different results were expressed by Riandi (2021) who stated that organizational culture does not have a significant effect on employee performance.

Ardiyansah (2020) in his research stated that motivation has a significant effect on employee performance. The results of Ardiyansah's (2020) research are supported by further research conducted by Sugiyono (2022) which states that motivation has a significant effect on employee performance. Different results were expressed by Dinarwati (2021) who stated that motivation does not have a significant effect on employee performance.

The phenomenon that occurs in the Pati Regency Education and Culture Office is the inability to achieve the set work targets. One of the targets for achieving education is increasing the average length of schooling for school-age residents. However, the achievement of the specified target performance has not met the desired target.

Employee performance at the Pati Regency Education and Culture Office is still relatively low. This can be seen from the low performance in the field of service and improving the quality of education in Pati Regency. Leadership style also affects employee performance. Leaders who are incompetent and do not have capabilities will cause problems for the organization. Another problem is related to the low organizational culture so that employee motivation to excel is also still low.

LITERATURE REVIEW

The Influence of Leadership on Employee Performance

Leadership is one of the most important factors in providing direction to employees, especially at this time when everything is open, so the leader needed is a leader who is able to empower his employees. Leadership is an ability that is inherent in a leader who depends on various factors, both internal and external factors. According to Rizal et al (2021) it is a process

that can influence and direct its members in a group to carry out their duties. So the following hypothesis is formulated:

H1: Leadership has a significant influence on the performance of employees of the Education and Culture Office in Pati Regency.

The Influence of Organizational Culture on Employee Performance

Culture organization can be defined as a set of values, beliefs, assumptions, or norms that have long been in effect, agreed upon and followed by members as a guideline for behavior and solving organizational problems Edy (2019:1-2). Organizational culture is the basic philosophy of an organization that contains shared beliefs, norms and values that are characteristic of how to do things in an organization Saiful (2018:34). So the hypothesis is formulated as follows:

H2: Organizational Culture has a significant influence on the Performance of Employees of the Education and Culture Service in Pati Regency.

The Influence of Motivation on Employee Performance

Motivation is a psychological process that determines (or energizes) the direction, intensity, and persistence of action in a continuous stream of experiences that the person knows about himself (Saragih, 2020). Employee Motivation with a mindset of doing work because they are ordered by superiors and willing to do work if they are continuously monitored or monitored by leaders while working because self-awareness or on their own initiative is also a factor that influences the implementation of daily tasks, motivation is presented with the power that causes behavior to lead to the fulfillment of set goals (Krstic, 2018).

H3: Motivation has a significant effect on the performance of employees of the Education and Culture Office in Pati Regency.

Research Framework

According to (Asralidin, Zainuddin Iba. 2021) With a path analysis approach, namely a combination of regression of independent variables on dependent variables, namely employee performance and the existence of a causal relationship between independent variables, namely leadership, organizational culture and motivation, which is stated in Figure 2.1 below:

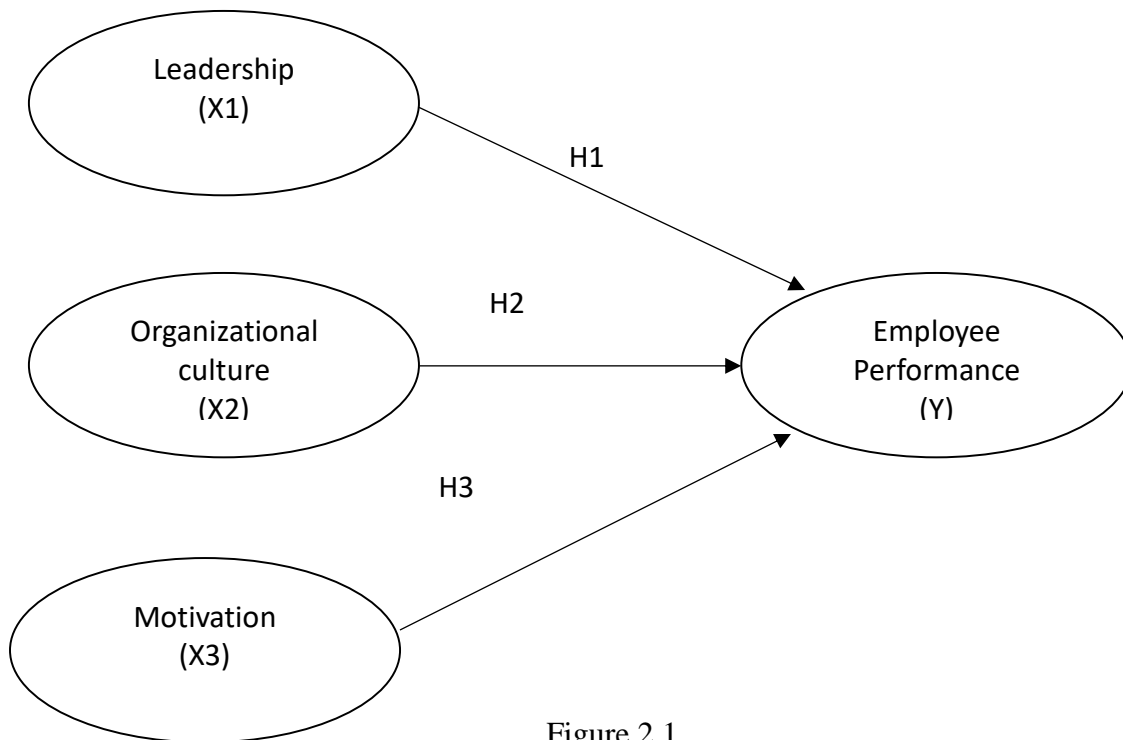


Figure 2.1
Framework

RESEARCH METHODS

Population, Sample and Operational Definition of Variables

The population in this study was 124 employees at the Department of Education and Culture in Pati Regency. Sampling using the Accidental sampling technique, which is a method of determining samples based on chance encounters with researchers can be used as samples, if it is considered that the person who happened to be met matches the criteria determined by the researcher. The determination of the number of samples obtained was 94 employees at the Department of Education and Culture in Pati Regency:

$$n = \frac{Z^2}{4(moe)^2}$$

$$n = \frac{1,96^2}{4(0,1)^2}$$

$$n = \frac{3,8416}{0,4} = 96.04 = 96 \text{ people}$$

Information :

n = Number of samples

Z = Level of confidence required in determining the sample 95% = 1.96

Moe = Margin of error or maximum error that can be tolerated, usually 5%

From the calculations above, it can be seen that the number of samples used in this study was 96 people.

The following is an operational definition relating to the research variables included in the questionnaire based on indicators:

Table 3.1
Operational Definition of Variables

Variables	Definition	Indicator
Leadership Influence Analysis (X1)	Leadership Influence is a process that can influence and direct members of a group to carry out their tasks.	1. Intelligence 2. Responsible 3. Have a Vision 4. Integrity 5. Ability to Communicate Effectively (Rizal et al. 2021)
Organizational Culture (X2)	Organizational culture is the basic philosophy of an organization that contains shared beliefs, norms and values that characterize how things are done in the organization.	1. Leader Behavior 2. Prioritizing the Organization's Mission 3. Learning Process 4. Motivation 5. Innovation and Risk Taking (Saiful. 2018)
Work Motivation (X3)	Work motivation is a psychological process that determines (or energizes) the direction, intensity, and persistence of action in the ongoing flow of experiences that the person knows about himself.	1. Driving Force 2. Will 3. Forming Skills 4. Responsibility 5. Obligation (Saragih, 2020).
Employee Performance (Y)	Performance is very important for the progress of an organization, the higher the employee performance, the easier it will be for the organization to achieve organizational goals.	1. Working together in a Team 2. On time 3. Responsible 4. Presence 5. Character 6. Behavior 7. Initiative (Kusjono & Ratnasari, 2019)

Source: Secondary Data processed 2023

Hypothesis Testing

Multiple Linear Regression Test

This analysis is used to determine how much influence the independent variables, namely: Leadership (X1), Organizational Culture (X2), Motivation (X3) have on the dependent variable, namely: Employee Performance (Y).

The Multiple Linear Regression Equation is as follows:

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3$$

Information :

Y : (Employee Performance) Dependent Variable

b_0 : Constant

b_1, b_2 : Regression line coefficient

X1, X2, X3: (Leadership, Organizational Culture, Motivation) Independent Variables

Partial Test (T-Test)

This T-test is to identify whether the independent variable has an individual or partial influence on the dependent variable. When testing the hypothesis, it is done by comparing the values. T_{hitung} with value T_{tabel} . If T_{hitung} greater than T_{tabel} this means that there is a strong reason to accept hypothesis one (H_1) and reject the hypothesis (H_0), and vice versa. In addition, you can use a significance test. If the significance value is smaller than 0.05 alpha, then this means that there is a reason to accept hypothesis 1 (H_1) and reject the null hypothesis (H_0), and vice versa.

Model Fit Test (F Statistic Test)

Suhiono (2013) This statistical test functions to inform the level of significance of the influence of independent variables simultaneously on the independent variable. In this study, the hypothesis used is:

H_0 : The independent variables, namely Organizational Culture and Motivation, do not have a significant influence together on the dependent variable, namely Employee Performance.

H_1 : The independent variables, namely Leadership and Motivation, have a significant influence together on the dependent variable, namely Employee Performance.

Based on the decision making, namely using the probability significance figures, as follows:

- If the probability of significance > 0.05 , then H_0 accepted and H_1 rejected.
- If the probability of significance < 0.05 , then H_0 rejected and H_1 accepted

Determination Coefficient Test (Adjusted R²)

According to Gujarati (2012:172) the Coefficient of Determination (R^2) used to find out how much the independent variable is able to explain the dependent variable. The value R^2 this is between $0 < R^2 < 1$. In the SPSS output results, the coefficient of determination is located in the summary model and is written in the R Square column. In multiple linear regression, it is better to use the adjusted R Square or written Adjusted R Square because it is adjusted to the number of independent variables used in the study. The R Square value is said to be good if it is above 0.50 because the R Square value ranges from 0 to 1. The formula for the coefficient of determination is as follows:

The simultaneous formula according to Sudjana (2005:369) is as follows:

$$KD : R^2 \times 100\%$$

RESULTS AND DISCUSSION

Hypothesis Testing

Multiple Linear Regression

Multiple regression analysis is a study of the dependence of dependent variables on independent variables with the aim of predicting the population mean or the average value of the dependent variable based on the known values of the variables (Ghozali, 2011). Below are the results of the multiple linear regression test:

Table 4.11
Multiple Regression Analysis Results
Coefficients^a

	Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.135	.991		2.154	.034
	LeadershipX1	.204	.056	.189	3,638	.000
	Organizational Culture X2	.553	.040	.706	13,789	.000
	MotivationX3	.411	.065	.334	6,331	.000

a. Dependent Variable: Y Performance

Primary data sources processed in SPSS version 26 in 2023

Based on table 4.11, the results of the analysis using the SPSS version 26 program, the following equation can be formed:

$$Y = 2.135 + 0.204 X1 + 0.553 X2 + 0.411 X3$$

From the multiple linear regression equation in table 4.9, it can be analyzed below:

- The regression coefficient of Leadership (X1) is 0.204. This coefficient indicates positive for Employees, meaning that every increase will have an impact on increasing Employee Performance at the Education and Culture Office in Pati Regency.

- b. The regression coefficient of Organizational Culture (X2) is 0.553. This coefficient indicates positive for Employees, meaning that every increase in Leadership will have an impact on increasing Employee Performance at the Education and Culture Office in Pati Regency.
- c. The regression coefficient of Motivation (X3) is 0.411. This coefficient indicates positive for Employees, meaning that every increase in Motivation will have an impact on increasing Employee Performance at the Education and Culture Office in Pati Regency.

From the data results obtained above, it is known that the constant value (α) = 2.135 and the regression coefficient value of the independent variables for Leadership (X1) = 0.204, Organizational Culture (X2) = 0.553 and Motivation (X3) = 0.411.

Partial Test (T-Test)

The next hypothesis is that there is an influence between the variables of Leadership (X1), Organizational Culture (X2), Work Motivation (X3), individually or partially on Employee Performance (Y). The test carried out in testing this hypothesis is using the T Test. Based on the results of the study that the degrees of freedom $df = (nk-1) = 90$ with a significance level of 5% (0.05), the Ttable value is 1.987.

$$T_{table} = T (\alpha/2 ; nk-1) = T ((0.05/2=0.025) ; 90) = 1.987$$

- a : Significance Level 5% (0.05)
- k : Number of Variables (Leadership, Organizational Culture & Motivation) (3)
- n : Number of Respondents (94)

The following are the results of the T-Test or Partial Test:

Table 4.12
Partial Test Results (T-Test)
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.135	.991		2.154	.034
X1 Leadership	.204	.056	.189	3,638	.000
Organizational Culture X2	.553	.040	.706	13,789	.000
Motivation X3	.411	.065	.334	6,331	.000

a. Dependent Variable: Y Performance

Primary data sources processed in SPSS version 26 in 2023

Based on table 4.10 above, the partial hypothesis test can be explained as follows:

a. Leadership (X1)

The Tcount value for the Leadership variable is 3.638 then the value in the 5% distribution table (0.05) is 1.987. So the Tcount value > Ttable (3.638 > 1.987). Likewise with

the significance value ($0.00 < 0.05$), then the Hypothesis (H1), So it can be interpreted that Leadership has a significant influence.

b. Organizational Culture (X2)

The Tcount value for the Organizational Culture variable is 13.789 then the value in the 5% distribution table (0.05) is 1.987. So the Tcount value $>$ Ttable ($13.789 > 1.987$). Likewise with the significance value ($0.00 < 0.05$), then the Hypothesis (H2) is accepted, so it can be interpreted that Organizational Culture has a significant influence.

c. Work Motivation (X3)

The calculated T value for the Work Motivation variable is 6.331 then the value in the 5% distribution table (0.05) is 1.987. So the calculated T value $>$ T table ($6.331 > 1.987$). Likewise with the significance value ($0.006 < 0.05$), then the Hypothesis (H3) is accepted, so it can be interpreted that Motivation has a significant influence.

Model Significance Test (F Statistic Test)

Model Significance Test or F Test is a joint test used to test the significance of the influence of the Leadership (X1), Organizational Culture (X2) and Motivation (X3) variables together on the Employee Performance (Y) variable. The F test is carried out by comparing F count with F table.

Table 4.13

Model Significance Test Results (F Test)

ANOVA						
	Model	Sum of Squares	df	Mean Square	F	Sig.
	Regression	203,421	3	67,807	101,166	.000b
	Residual	60,323	90	.670		
	Total	263,745	93			

a. Dependent Variable: Y Performance

b. Predictors: (Constant), Motivation X3, Organizational Culture X2, Leadership X1

Primary data sources processed in SPSS version 26 in 2023

Based on the results of the Model Significance Test from table 4.11, it is shown that the F count is 101.166, while the F table results in the distribution table with a level of 5% (0.05) are 3.23.

$$F_{table} = F(k; nk) = F(3; 91) = 2.70$$

k : Number of Variables (Leadership, Organizational Culture & Motivation) (3)

n : Number of Respondents (94)

This means that $F_{count} > F_{table}$ ($101.166 > 2.70$). The calculation shows that the variables of Leadership (X1), Organizational Culture (X2) and Work Motivation (X3) on Employee Performance (Y) state that the model used is fit.

Strengthened by a significant value ($0.000 < 0.05$), then there is a reason for H1 to be accepted and H0 to be rejected. So the calculation can be concluded that the variables of Leadership (X1), Organizational Culture (X2), Work Motivation (X3), have an effect on the dependent variable, namely Employee Performance (Y).

So the author concludes that the model used states that the influence of Leadership, Organizational Culture and Work Motivation on Employee Performance at the Pati Regency Education and Culture Office is proven to be fit.

Coefficient of Determination Test (R²)

The coefficient of determination is used to measure how far the model's ability on the independent variable (X) in explaining the dependent variable (Y), (Ghozali, 2011). The following are the results of the test of the Coefficient of Determination of the Influence of Leadership, Organizational Culture, and Motivation, on Employee Performance at the Education and Culture Office in Pati Regency

Table 4.14
Multiple Correlation Coefficient (R²) Test Results
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.878a	.771	.764	.819

a. Predictors: (Constant), Motivation X3, Organizational Culture X2, Leadership X1

Primary data sources processed in SPSS version 26 in 2023

From table 4.14 above, the coefficient of determination (R Square) is 0.771. It can be seen that the variables of Leadership, Organizational Culture and Motivation on Employee Performance at the Education and Culture Office in Pati Regency, have a role value of 77.1% together to explain or interpret the Employee Performance variable at the Education and Culture Office in Pati Regency. While the remaining 22.9% ($100\% - 77.1\%$) is explained by other variables that affect Employee Performance at the Education and Culture Office in Pati Regency.

Discussion

Based on the results of multiple linear regression analysis which shows that Leadership, Organizational Culture and Motivation have an influence on Employee Performance at the Education and Culture Office in Pati Regency.

1. The Influence of Leadership Variables on Employee Performance at the Department of Education and Culture in Pati Regency.

The results of this study indicate that the Leadership variable has a significant influence on Employee Performance at the Education and Culture Office in Pati Regency. This is indicated by the largest regression coefficient value of 0.204. While for the t-value (3.638) > T-table (1.987) and sig (0.000) < sig a (0.05), so that the first hypothesis proposed there is a significant influence of Leadership on Employee Performance at the Education and Culture Office in Pati Regency.

2. The Influence of Organizational Culture Variables on Employee Performance at the Department of Education and Culture in Pati Regency.

The results of this study indicate that the Organizational Culture variable has a significant influence on Employee Performance at the Education and Culture Office in Pati Regency. This is indicated by the largest regression coefficient value of 0.553. While for the t-value (13.789) > T-table (1.987) and sig (0.000) < sig a (0.05), so that the second hypothesis proposed there is a significant influence of Organizational Culture on Employee Performance at the Education and Culture Office in Pati Regency.

3. The Influence of Motivation Variables on Employee Performance at the Department of Education and Culture in Pati Regency.

The results of this study indicate that the Motivation variable has a significant influence on Employee Performance at the Education and Culture Office in Pati Regency. This is indicated by the largest regression coefficient value of 0.411. While for the t-value (6.331) > T-table (1.987) and sig (0.000) < sig a (0.05), so that the third hypothesis proposed there is a significant influence of Leadership on Employee Performance at the Education and Culture Office in Pati Regency.

CONCLUSION

Based on the results of the study on the influence of leadership, organizational culture and motivation on employee performance in the education and culture office in Pati Regency, the following conclusions can be drawn: (1) Leadership variables have a significant influence on employee performance in the Education and Culture Office of Pati Regency. Employees who experience good leadership can work well which increases the quality of service, (2) Organizational Culture variables have a significant influence on employee performance in the Education and Culture Office of Pati Regency. Having a good organizational culture makes employees respect each other and creates a harmonious atmosphere in the

organization, (3) Motivation variables have a significant influence on employee performance in the Education and Culture Office of Pati Regency. With very good motivation, the agency will progress, and (4) Performance variables have a significant influence on employee performance in the Education and Culture Office of Pati Regency. Good performance will make the organization better.

Here are some suggestions that can be given related to the results of this study, namely:

(1) Leadership has an influence in maintaining optimal employee performance, so it is recommended to continue to implement and maintain good leadership in the organization so that employees are motivated when their leadership is good in all matters, because in an organization or agency the decision remains in the hands of the leader, (2) Organizational Culture of course by cultivating joint activities in the form of sports or other activities together. To support Organizational Culture, employees should have a sense of belonging to the agency, employees should care about problems that occur in the agency, employees should have an emotional attachment to the agency. With this togetherness, it will improve Organizational Culture. Thus, employee performance will increase even more and if employee performance increases, employees will continue to feel satisfied with their achievements, and (3) Motivation in employees can maintain optimal employee performance with self-actualization as reliable and professional employees in order to further improve the performance of these employees.

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