

The Effect of Leadership and Organizational Culture in Increasing Employee Performance with Work Motivation as a Mediation Variable at Coordinating Ministry for Political, Legal and Security Affairs



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ABSTRACT: This study aims to: 1) find out and analyze the influence of leadership and organizational culture on work motivation, 2) find out and analyze the influence of leadership and organizational culture on employee performance, 3) find out and analyze the effect of work motivation on employee performance, 4) find out and analyze the influence of organizational culture on employee performance. leadership and organizational culture on employee performance through work motivation. The study was conducted at the Office of the Coordinating Ministry for Political, Legal and Security Affairs with a research sample of 80 respondents. The sampling technique used is simple random sampling technique. The data analysis method used descriptive analysis and path analysis.

The results showed that: 1) there is an influence of leadership and organizational culture on work motivation, 2) there is an influence of leadership and organizational culture on employee performance, 3) there is an influence of work motivation on employee performance, 4) there is no influence of leadership and organizational culture on employee performance. employee performance through work motivation. The variable of work motivation does not give a role to leadership and organizational culture to improve employee performance

KEYWORDS: Leadership, Organizational Culture, Work Motivation, Employee Performance

INTRODUCTION

One of the successes of an organization is determined by the quality of human performance in the organization. Humans as resources that are always attached to the organization, whatever their role will be required to contribute to the achievement of organizational goals effectively and efficiently. Humans play a major role in achieving the realization of organizational goals because they determine and predict the success of a policy, strategy or operational activity steps to be implemented. Every organization will always try to improve and improve the performance of its employees so that the goals and objectives of the organization can be achieved.

To get maximum performance results, qualified human resources (HR) are needed because they are an important asset in an organization, besides that HR also determines the success of an organization. Human resources in an organization need to be managed professionally in order to achieve a balance between the needs of employees and the demands and capabilities of the organization. This balance is the main key for organizations to develop productively and fairly (Mangkunegara, 2009). The view of HR can be seen individually or in groups, this is because human behavior has different characteristics and characteristics.

In an organization there is a process that converts inputs into certain outputs. This does not proceed by itself, in an organization of course there is a process of interaction and communication. The process of communication and interaction is strongly influenced by the different human personalities within the organization. The personality of each individual/personal in the organization include; traits, values, desires and interests. Handling conflict situations in employees who are not appropriate and wise can have an impact on a comfortable working atmosphere.

Performance according to Rivai and Basri (2005) is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or targets or criteria that have been determined in advance and have been mutually agreed upon. The performance of public sector organizations is the result of

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work achieved by a group of people in a public organization with the authority and responsibilities that have been determined by the previous organization, so that with the authority and responsibility given to employees in the organization, it is expected to be able to provide the excellent service needed by the community.

Performance is a measure of the success of a person or group of people in achieving predetermined goals. Withmore (Sinambela, 2012) suggests that 'Performance is an expression of a person's potential in fulfilling his responsibilities by setting certain standards. Organizational performance measurement is used as an instrument capable of transforming public organizations as efficiently and effectively as private organizations (Arnaboldi and Azzone, 2010).

According to Wibowo (2013) explains that performance comes from the notion of Performance. There are also those who give an understanding of performance as the result of work or work performance, but actually performance has a broad meaning, not only the result of work, but including how the work process takes place. Performance is the appearance of the work of personnel both in quantity and quality in an organization (Haroldz, 2012). Moeherson (2012) said that performance is a description of the level of achievement of the implementation of an activity program in realizing the goals, objectives, vision and mission of the organization as outlined through the strategic planning of an organization.

Rummler and Brache in (Sudarmanto, 2009) suggest that there are three levels of performance, namely: a. Organizational performance, is the achievement of results at the level or unit of organizational analysis. Performance at the organizational level is related to organizational goals, organizational design, and organizational management. b. Individual/job performance Represents achievement or effectiveness at the employee or job level. Performance at this level is influenced by job objectives and job management as well as individual characteristics. c. Process performance, is the performance of the process stages in producing a product or service. Performance at this process level is influenced by process objectives, process design and process management. Mathis and Jackson (2006) Employee performance is what influences how much they contribute to the organization including output quantity, output quality, output period, attendance at work and cooperative attitude.

Efforts can be made to create optimal performance with high work improvement and be able to utilize the potential of human resources in order to realize organizational goals, so that every employee is able to make a positive contribution to the running of the organization. Organizational performance does not only focus on achieving results or goals, but also emphasizes the implementation process and resources to achieve its goals.

Leadership according to Terry in Sedarmayanti (2010), is an overall activity or activity to influence the willingness of others to achieve common goals. According to Hasibuan (2016), a leader is someone who uses his leadership authority to direct others and is responsible for that person's work in achieving a goal. Therefore we need a leader who is able to provide direction in order to achieve the company's goals that have been set.

According to Sutrisno (2014) "Leadership is a process of one's activities to move others by leading, guiding, influencing others, to do something in order to achieve the expected results". Sutarto (1998b) Leadership is a series of structuring activities in the form of the ability to influence the behavior of others in certain situations so that they are willing to work together to achieve the goals that have been set. Leadership is a process of influencing other people so that other people voluntarily want to carry out joint activities in order to achieve predetermined goals.

Kreitner and Kinicki (2005) reveal that leadership is defined as a process of social influence in which the leader seeks the voluntary participation of subordinates in an effort to achieve organizational goals. Thoha (2010), revealed that by using leadership, the leader will influence the perception of subordinates and motivate them, by directing employees to task clarity, goal achievement.

Rivai (2005:2), suggests that leadership includes the process of influencing in determining organizational goals, motivating followers' behavior to achieve goals, influencing interpretations of followers' events, organizing and activities to achieve goals, maintaining cooperative and working relationships group.

According to Suyuti (2001) what is meant by leadership is the process of directing, guiding and influencing the thoughts, feelings, actions and behavior of others to be moved towards certain goals. According to Fahmi (2012), leadership is the process of directing, influencing, and supervising others to do tasks in accordance with the planned orders. From the various definitions above, it can be concluded that leadership is a process of influencing and or motivating a person or group so that they are willing and able to do something to achieve a common goal.

Culture does not only apply to culture and customs as owned by the State, in fact every organization also has a culture that is characteristic of their respective organizations. The culture in the organization is referred to as organizational culture. Before understanding the meaning of organizational culture, we need to understand what is meant by culture and organization. Culture consists of a set of values, ideas, perceptions, preferences, concepts of morality, codes of behavior, which will create

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distinctiveness among these human groups. Meanwhile, the organization is a platform where individuals from various backgrounds unite and work as a collective unit to achieve common goals and certain targets.

Hasibuan (2007) states that: "The hierarchy of needs follows the plural theory, namely that a person behaves and works, because of the urge to fulfill various needs". Hasibuan (2007) suggests the level/hierarchy of needs according to Abraham Maslow, namely: a). Physiological needs (physical and biological needs), b). Safety and Security Needs, c). Affiliation or Acceptance Needs (social needs), d). Esteem or status needs (need for appreciation or prestige), e). Self Actualization (Needs for self-actualization). According to Hasibuan (2007) 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. According to Luthans (2006) motivation is a process that begins with physiological and psychological deficiencies that drive behavior or drives aimed at incentive purposes.

According to Kreitner and Kinicki (2005) motivation is a psychological process of asking for direction, direction and setting voluntary actions that lead to goals. Motivation is a condition that encourages other people to be able to carry out tasks according to their functions in the organization (Bangun, 2012). According to Sadili (2005) provides an understanding of motivation as a process of influencing or encouraging from outside a person or work group so that they want to carry out something that has been determined. Motivation can also be interpreted as an encouragement intended as a natural urge to satisfy and sustain life.

At the Coordinating Ministry for Political, Legal and Security Affairs, faced with the dynamics of the life of the nation and state that demands speed of problem solving in order to eliminate the impact of any developments in the situation, the application of leadership styles cannot be carried out purely for certain leadership, so that the leadership applied tends to be more visible as a situational leadership style. Organizational performance is not only determined by leadership, but other factors also affect organizational performance.

Organizational culture is what employees feel and how this perception creates an exemplary pattern of basic acceptance when it is discovered, or developed by certain groups as a learning effort to overcome problems of external adaptation and internal integration that has worked smoothly enough to consider legitimate and by therefore in teaching new employees the correct way to feel, think, and feel in relation to the problem. (Rivai and Mulyadi, 2009).

At the Coordinating Ministry for the field of politics, law and security consisting of various individuals with different backgrounds, they are required to work in order to achieve organizational goals, cooperation in facing various task completions determines the acceleration of completion. Cooperation fills the gaps and a culture of cooperation becomes important in organizational life. Thus the importance of careful research so that it is known which side needs to be improved to optimize employee performance which in turn increases organizational performance.

LITERATURE REVIEW

Employee Performance

The word performance is a translation of the English word Performance which has the meaning of doing, the results or the level of success in carrying out tasks. According to Hersey and Blanchard as quoted by Rivai and Basri (2006), in their book "Performance Appraisal", explains that performance is a function of leadership and ability. To complete a task or job, a person must have a certain degree of willingness and level of ability. A person's willingness and skills are not effective enough to do something without a clear understanding of what to do and how to do it.

Robbin (2006) argues that performance is a function of the interaction between ability (ability = A), leadership (motivation = M), and opportunity (opportunity = O). This means that performance is a function of ability, leadership, and job opportunities = f (A, M, O). Thus, the performance is determined by the factors of ability, leadership and opportunity. Performance is "the result of a job done during a certain period that can be measured through the quality and quantity produced". Performance is not an individual characteristic, such as talent or ability, but is the result of the manifestation of talent or ability itself. Performance is the embodiment of ability in the form of real work.

The following is a description of indicators that indicate the achievement of an agreed and set target or goal. A job can be measured through 6 dimensions, namely:

- 1) Budget management
- 2) Task execution
- 3) Service quality
- 4) Quantity of work
- 5) Quality of work

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- 6) Punctuality
- 7) Cooperation ability

Leadership

According to Wahjosumidjo (2005) leadership is translated into terms of traits, personal behavior, influence on others, patterns, interactions, cooperative relationships between roles, the position of an administrative position, and persuasiveness, and perceptions from others about the legitimacy of influence. . Thoha (2010) leadership is an activity to influence the behavior of others, or the art of influencing human behavior, both individually and in groups.

Leadership is one of the most important factors in an organization because most of the success and failure of an organization is determined by the leadership in the organization. According to C. Turney (1992) defines leadership as a group process carried out by someone in managing and inspiring a number of jobs to achieve organizational goals through the application of management techniques.

Thoha, (2010) means that leadership is an activity to influence people to be directed to achieve organizational goals. Leadership includes the process of influencing in determining organizational goals, motivating follower behavior to achieve goals, influencing to improve the group and its culture.

Timple (2000) defines leadership as a process of social influence in which managers seek voluntary participation from subordinates in an effort to achieve organizational goals. With leadership, a leader also describes the direction and goals to be achieved from an organization. So it can be said that leadership is very influential for the big name of the organization. Furthermore, according to Mar'at (1984), suggests that there are four indicators of leadership, namely focus on the process, influencing others, behavior and achieving goals.

Based on the above definition, it can be concluded that leadership is the leader's ability to influence others in working together to achieve predetermined goals. So leadership is the most tangible aspect of management activities, which indicates a focus on processes, influencing others, behavior and achieving goals.

Organizational Culture

Robbins (2006) states that organizational culture is a system of shared meaning within an organization that determines at a higher level how employees act. Organizational culture is a value system that is believed by all members of the organization and is studied and implemented and developed on an ongoing basis that functions as a whole system. Robins (2006) states organizational culture refers to a system of shared meaning held by members that distinguishes the organization from other organizations. This system of shared meaning is, on closer analysis, a set of key characteristic that the organization value.

Robbins (2006) further argues that: "Organizational culture as the dominant values disseminated in the organization which is used as an employee work philosophy that becomes a guide for organizational policies in managing employees and consumers.

Organizational culture as a set of values and norms that control organizational members interact with each other and with suppliers, consumers, and others outside the organization. Organizational culture consists of the end states that the organization seeks to achieve (terminal values) and models of encouraging organizational behavior (instrumental values). Ideally, instrumental values help the organization achieve its terminal goals. In fact, different organizations have different cultures because they process different terminal and instrumental value arrangements.

Robbins (2008) suggests seven primary characteristics that make up organizational culture, namely:

- 1) Innovation and risk taking. The extent to which employees are encouraged to be innovative and take risks.
- 2) Attention to detail. The degree to which employees are expected to demonstrate precision, analysis, and attention to detail.
- 3) Result orientation. The degree to which management focuses on results rather than on the techniques and processes used to achieve those results.
- 4) People orientation. The degree to which management decisions take into account the impact of results on people in the organization.
- 5) Team organization. The extent to which work activities are organized on a team basis rather than on an individual basis.
- 6) Aggressiveness. The degree to which people are aggressive and competitive rather than casual.
- 7) Stability. The degree to which organizational activities emphasize maintaining the status quo rather than growth.

Work Motivation

According to Moorhead and Griffin (2013), nowadays, virtually all practitioners and scholars have their own definition of motivation. Usually the following words are included in the definition: desires, wants, hopes, goals, objectives, needs, drives, motivations, and incentives.

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Technically, the term motivation comes from the Latin word *movere*, which means "to move". This meaning is evidenced by the following comprehensive definition: Motivation is a process that begins with a physiological or psychological deficiency that drives behavior or drives aimed at goals or incentives. Thus, the key to understanding the motivational process hinges on understanding and the relationship between needs, drives, and incentives.

Components of indicators of work motivation according to Sastrohadiwiryono (2003), as follows:

- 1) Job Desire
- 2) Awards
- 3) Challenge
- 4) Responsibility
- 5) Engagement
- 6) Development
- 7) Chance

RESEARCH METHODS

Research Time

This research was conducted from August to December 2022. This research was conducted in stages: observation or interviews, making and testing research instruments, distributing questionnaires and analyzing research data. Researchers categorize into two stages, namely field research and data management and analysis

Research Sites

This research was conducted at the Head Office of the Coordinating Ministry for Political, Legal and Security Affairs. Office Address: Jl. Merdeka Utara No. 7 Jakarta 10110, Telephone : (62-21) 3451064, Fax : (62-21) 3450918. www.polkam.go.id/polkam/

Population and Sample

According to Sugiyono (2012:80) the population is a generalization area consisting of subjects who have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions. In this study, the population taken was 370 employees of the Coordinating Ministry for Political, Legal and Security Affairs.

Data Collection Technique

To obtain a concrete and objective data, it is necessary to conduct research on the problem being studied. In this study using a questionnaire method or a questionnaire is a number of questions/written statements used to obtain information from respondents. Researchers use this method to find data that is directly related to the state of the subject in the form of the influence of competence and motivation on employee performance through work motivation at the Coordinating Ministry for Political, Legal and Security Affairs.

Nurdin and Hartati (2019: 95) say that the sample is a small part taken from members of the population based on a predetermined procedure so that it can be used to represent the population. Considering that the population in this study is quite large, this study takes a sample as a representative of the entire population. The sample in this study used a random sampling technique, meaning that the researcher took randomly from the total population. While the technique of determining the number of samples using the Slovin formula. Based on Slovin's results, the research sample was 80 people (rounded up). So the research sample taken was 80 employees of the Coordinating Ministry for Political, Legal and Security Affairs.

ANALYSIS MODEL

Descriptive Analysis

Descriptive analysis is an analytical method that aims to describe or explain something as it is (Irawan, 2004) in Baroroh (2008). In this study, the presentation of data uses a data analysis table of the mean (mean) and frequency distribution.

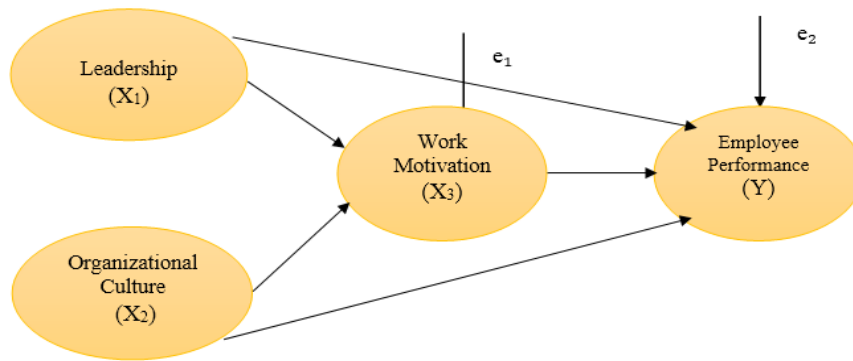
Path Analysis

Path analysis is a technique for analyzing causal relationships that occur in multiple regression, if the independent variable affects the dependent variable not only directly but also indirectly. Retherford, (1993) in Narimawati, et al (2020). In this study to examine the effect of the mediating variable using path analysis.

Research Design

In this study using an explanatory approach, namely research that explains the relationship between research variables and testing hypotheses that have been formulated previously. For more details, the research design is shown in the image below.

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RESEARCH RESULTS AND DISCUSSION

1. Analysis of the Influence of Leadership and Organizational Culture on Work Motivation

Table 1. Results of Simultaneous Test of Leadership and Organizational Culture on Work Motivation

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.837 ^a	.701	.693	4.94813

a. Predictors: (Constant), X2, X1

b. Dependent Variable: X3

Source: Primary Data processed, 2022

Table 1 shows the value of R² (R Square) of 0.701. This R² value is used in calculating the coefficient value of e₁. The coefficient of e₁ is a variant of work motivation that is not explained by leadership and organizational culture.

$$\text{Magnitude: Coefficient } e_1 = \sqrt{(1 - R^2)} = \sqrt{(1 - 0,701)} = \sqrt{0,299} = 0,547.$$

Table 2. Results of Work Motivation Regression Analysis

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.085	3.205		2.275	.006
	X1	.392	.142	.248	2.750	.007
	X2	.679	.096	.640	7.081	.000

a. Dependent Variable: X3

Source: Primary Data processed, 2022

Table 2. Results of Work Motivation Regression Analysis

$$X_3 = b_1X_1 + b_2X_2 + e_1$$

$$X_3 = 0,392X_1 + 0,679X_2 + 0,547e_1 \dots\dots\dots (1)$$

The equation shows that:

- Every time there is an increase in 1 leadership will be followed by an increase in work motivation of 0.392.
- Every time there is an increase in 1 unit of organizational culture, it will be followed by an increase in work motivation of 0.679.

So from equation (1) it can be seen that if leadership increases, work motivation will increase. Likewise, with increased organizational culture, work motivation will increase.

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2. Analysis of the Influence of Leadership, Organizational Culture, and Work Motivation on Employee Performance

The results of the regression analysis of the influence of leadership, organizational culture, and work motivation on employee performance can be seen in Table 3, as follows:

Table 3. Simultaneous Test Results of Leadership, Organizational Culture, and Work Motivation on Employee Performance Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.867 ^a	.752	.742	5.03363

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

Source: Primary Data processed, 2022

Table 3 shows the value of R2 (R Square) of 0.752. This R2 value is used in calculating the e2 coefficient value. The e2 coefficient is a variant of employee performance that is not explained by leadership, organizational culture, and work motivation. Magnitude: Coefficient

$$e_1 = \sqrt{(1 - R^2)} = \sqrt{(1 - 0,752)} = \sqrt{0,248} = 0,498.$$

Table 4. Results of Employee Performance Regression Analysis

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.548	3.295		7.470	.010
	X1	.464	.152	.265	3.058	.003
	X2	.234	.125	.199	1.869	.005
	X3	.532	.116	.479	4.588	.000

a. Dependent Variable: Y

Source: Primary Data processed, 2022

Table 4. Results of Work Motivation Regression Analysis

$$Y = b_1X_1 + b_2X_2 + b_3X_3 + e_2$$

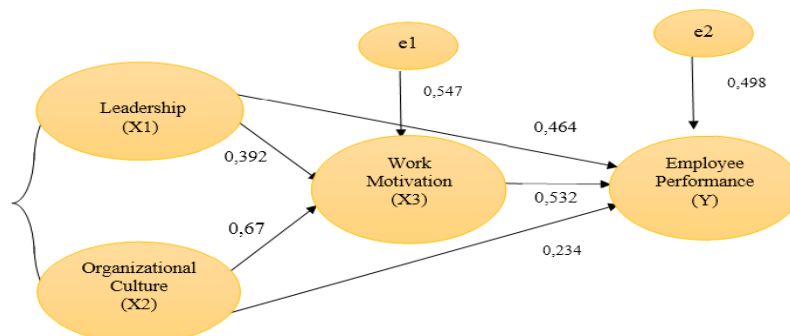
$$Y = 0,464X_1 + 0,234X_2 + 0,532X_3 + 0,498e_2 \dots\dots\dots (2)$$

The equation shows that:

- Every increase in 1 leadership unit will be followed by an increase in employee performance of 0.464.
- Every 1 unit increase in organizational culture will be followed by an increase in employee performance of 0.234.
- Every 1 unit increase in work motivation will be followed by an increase in employee performance of 0.532.

So from equation (2) it can be seen that if the leadership is the employee's performance will increase. If organizational culture increases, employee performance will also increase. Likewise, if work motivation increases, employee performance will also increase.

Based on equations (1) and (2), a path analysis model is obtained as follows:



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DISCUSSION

1. The Influence of Leadership and Organizational Culture on Work Motivation at the Coordinating Ministry for Political, Legal and Security Affairs

Based on the analysis of the description of the leadership variable, it shows that the employees of the Coordinating Ministry for Political, Legal and Security Affairs tend to agree that the focus indicators for the process, influencing others, behavior and achieving goals form the leadership variable. The indicator that dominates the formation of the leadership variable is the indicator of influencing other people, namely the leadership of the Coordinating Ministry for Political, Legal and Security Affairs assigns work duties and obligations to their employees and the leadership of the Coordinating Ministry for Political, Legal and Security Affairs always guides their employees.

Based on the description analysis of organizational culture variables, the employees of the Coordinating Ministry for Political, Legal and Security Affairs agree that the indicators are innovation and risk taking, attention to detail, results orientation, people orientation, team organization, aggressiveness and stability. The indicators of innovation and risk taking give the greatest value to the formation of organizational culture variables, namely the Coordinating Ministry for Political, Legal and Security Affairs continues to innovate in their work and the Coordinating Ministry for Political, Legal and Security Affairs in their work has a high risk.

Based on the description analysis of work motivation variables, it shows that employees of the Coordinating Ministry for Political, Legal and Security Affairs tend to agree with work desires, rewards, challenges, responsibilities, involvement, development and opportunities to form work motivation variables. The indicator that gives the highest value to the formation of work motivation variables is involvement, namely the Coordinating Ministry for Political, Legal and Security Affairs meets the requirements for good performance and the employees of the Coordinating Ministry for Political, Legal and Security Affairs have salaries according to quality of life standards.

Based on the results of the regression analysis, it shows that leadership and organizational culture contribute to increasing the work motivation of the Coordinating Ministry for Political, Legal and Security Affairs. The results of this study are in line with the results of research conducted by Aurelia Dewanggi H.P and Hunik Sri Runing Sawitri (2016), Wahyu Apri Nurasniar (2022), Yanuar Aditya Chrisna Setiawan, Ari Pradhanawati & Agung Budiarmo (2014), Fadilla Maya Sari (2009) , I Made Wardana, Salustiano Dos Reis Piedade, Gede Riana and I Gusti Ayu Manuati Dewi (2019), and Welly Nuansa Adri, Susi Evanita, Dina Patrissia (2019), Naomi Frizilia, Tm. Safwan Fahri Wisnu Gunawan and Hendry (2022).

2. The Influence of Leadership and Organizational Culture on Employee Performance at the Coordinating Ministry for Political, Legal and Security Affairs

Based on the analysis of the description of the leadership variable, it shows that the employees of the Coordinating Ministry for Political, Legal and Security Affairs tend to agree that the focus indicators for the process, influencing others, behavior and achieving goals form the leadership variable. The indicator that dominates the formation of the leadership variable is the indicator of influencing other people, namely the leadership of the Coordinating Ministry for Political, Legal and Security Affairs assigns work duties and obligations to their employees and the leadership of the Coordinating Ministry for Political, Legal and Security Affairs always guides their employees.

Based on the description analysis of organizational culture variables, the employees of the Coordinating Ministry for Political, Legal and Security Affairs agree that the indicators are innovation and risk taking, attention to detail, results orientation, people orientation, team organization, aggressiveness and stability. The indicators of innovation and risk taking give the greatest value to the formation of organizational culture variables, namely the Coordinating Ministry for Political, Legal and Security Affairs continues to innovate in their work and the Coordinating Ministry for Political, Legal and Security Affairs in their work has a high risk.

Based on the description analysis of employee performance variables, it shows that the Coordinating Ministry for Political, Legal and Security Affairs employees tend to agree with budget management, task execution, service quality, work quality, work quantity, timeliness and cooperation ability to form employee performance variables. The indicator that gives the highest value to the formation of employee performance variables is the ability to cooperate, namely the employees of the Coordinating Ministry for Political, Legal and Security Affairs work by helping other employees and the employees of the Coordinating Ministry for Political, Legal and Security Affairs are happy to provide information to their colleagues.

Based on the results of the regression analysis, it shows that leadership and organizational culture contribute to improving the performance of the employees of the Coordinating Ministry for Political, Legal and Security Affairs. The results of the study are in line with research conducted by Aurelia Dewanggi H.P and Hunik Sri Runing Sawitri (2016), Wahyu Apri Nurasniar (2022), Yanuar Aditya Chrisna Setiawan, Ari Pradhanawati & Agung Budiarmo (2014), Fadilla Maya Sari (2009), I Made

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3. The Influence of Work Motivation on Employee Performance at the Coordinating Ministry for Political, Legal and Security Affairs

Based on the description analysis of work motivation variables, it shows that employees of the Coordinating Ministry for Political, Legal and Security Affairs tend to agree with work desires, rewards, challenges, responsibilities, involvement, development and opportunities to form work motivation variables. The indicator that gives the highest value to the formation of work motivation variables is involvement, namely the Coordinating Ministry for Political, Legal and Security Affairs meets the requirements for good performance and the employees of the Coordinating Ministry for Political, Legal and Security Affairs have salaries according to quality of life standards.

Based on the description analysis of employee performance variables, it shows that the Coordinating Ministry for Political, Legal and Security Affairs employees tend to agree with budget management, task execution, service quality, work quality, work quantity, timeliness and cooperation ability to form employee performance variables. The indicator that gives the highest value to the formation of employee performance variables is the ability to cooperate, namely the employees of the Coordinating Ministry for Political, Legal and Security Affairs work by helping other employees and the employees of the Coordinating Ministry for Political, Legal and Security Affairs are happy to provide information to their colleagues.

Based on the results of path analysis, it shows that work motivation has an increasing impact on employee performance. The results of the study are in line with the research of Aurelia Dewanggi H.P and Hunik Sri Runing Sawitri (2016), Yanuar Aditya Chrisna Setiawan, Ari Pradhanawati & Agung Budiarmo (2014), Sumiati (2022), rejecting the research of Wahyu Apri Nurasniar (2022), I Made Wardana, Salustiano Dos Reis Piedade, Gede Riana and I Gusti Ayu Manuati Dewi (2019) and Welly Nuansa Adri, Susi Evanita, Dina Patrissia (2019), Naomi Frizilia, Tm. Safwan Fahri Wisnu Gunawan and Hendry (2022).

4. The Influence of Leadership and Organizational Culture on Employee Performance through Work Motivation at the Coordinating Ministry for Political, Legal and Security Affairs

Based on the analysis of the description of the leadership variable, it shows that the employees of the Coordinating Ministry for Political, Legal and Security Affairs tend to agree that the focus indicators for the process, influencing others, behavior and achieving goals form the leadership variable. The indicator that dominates the formation of the leadership variable is the indicator of influencing other people, namely the leadership of the Coordinating Ministry for Political, Legal and Security Affairs assigns work duties and obligations to their employees and the leadership of the Coordinating Ministry for Political, Legal and Security Affairs always guides their employees.

Based on the description analysis of organizational culture variables, the employees of the Coordinating Ministry for Political, Legal and Security Affairs agree that the indicators are innovation and risk taking, attention to detail, results orientation, people orientation, team organization, aggressiveness and stability. The indicators of innovation and risk taking give the greatest value to the formation of organizational culture variables, namely the Coordinating Ministry for Political, Legal and Security Affairs continues to innovate in their work and the Coordinating Ministry for Political, Legal and Security Affairs in their work has a high risk.

Based on the description analysis of work motivation variables, it shows that employees of the Coordinating Ministry for Political, Legal and Security Affairs tend to agree with work desires, rewards, challenges, responsibilities, involvement, development and opportunities to form work motivation variables. The indicator that gives the highest value to the formation of work motivation variables is involvement, namely the Coordinating Ministry for Political, Legal and Security Affairs meets the requirements for good performance and the employees of the Coordinating Ministry for Political, Legal and Security Affairs have salaries according to quality of life standards.

Based on the description analysis of employee performance variables, it shows that the Coordinating Ministry for Political, Legal and Security Affairs employees tend to agree with budget management, task execution, service quality, work quality, work quantity, timeliness and cooperation ability to form employee performance variables. The indicator that gives the highest value to the formation of employee performance variables is the ability to cooperate, namely the employees of the Coordinating Ministry for Political, Legal and Security Affairs work by helping other employees and the employees of the Coordinating Ministry for Political, Legal and Security Affairs are happy to provide information to their colleagues.

Based on the results of path analysis, it shows that leadership and organizational culture on employee performance through work motivation do not contribute to improving employee performance at the Coordinating Ministry for Political, Legal and Security Affairs. The work motivation variable does not provide a role for leadership and organizational culture to increase employee performance. This research is in line with the research of Himawan, et al (2019); and contrary to research from

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Nellyanti, Gunawan, Mansur Aziz, Ratnawaty, Yusriadi Yusriadi, T. M. Adriansyah and Prasuri Kuswarini (2022), Syahrudin Sappe, Yohanis Rante, Ruben Tuhumena, Bonifasia Elita Bharanti (2016), Wahyuniati Hamid (2018), Yanuar Aditya Chrisna Setiawan, Ari Pradhanawati & Agung Budiarmo (2014), Sumiati (2022), I Made Wardana, Salustiano Dos Reis Piedade, Gede Riana and I Gusti Ayu Manuati Dewi (2019).

CONCLUSIONS AND SUGGESTION

CONCLUSION

Based on the results of research on the influence of leadership and organizational culture on employee performance through work motivation at the Coordinating Ministry for Political, Legal and Security Affairs, the following conclusions can be drawn:

1. Based on the Results of the Description Analysis, it is obtained that:

- a. Based on the analysis of the description of the leadership variable, the employees of the Coordinating Ministry for Political, Legal and Security Affairs tend to agree that the focus indicators for process, influencing others, behavior and achieving goals form the leadership variable. The indicator that dominates the formation of the leadership variable is the indicator of influencing other people, namely the leadership of the Coordinating Ministry for Political, Legal and Security Affairs assigns work duties and obligations to their employees and the leadership of the Coordinating Ministry for Political, Legal and Security Affairs always guides their employees.
- b. Based on the description analysis of organizational culture variables, the employees of the Coordinating Ministry for Political, Legal and Security Affairs agree that the indicators are innovation and risk taking, attention to detail, results orientation, people orientation, team organization, aggressiveness and stability. The indicators of innovation and risk taking give the greatest value to the formation of organizational culture variables, namely the Coordinating Ministry for Political, Legal and Security Affairs continues to innovate in their work and the Coordinating Ministry for Political, Legal and Security Affairs in their work has a high risk.
- c. Based on the description analysis of work motivation variables, it shows that employees of the Coordinating Ministry for Political, Legal and Security Affairs tend to agree with work desires, rewards, challenges, responsibilities, involvement, development and opportunities to form work motivation variables. The indicator that gives the highest value to the formation of work motivation variables is involvement, namely the Coordinating Ministry for Political, Legal and Security Affairs meets the requirements for good performance and the employees of the Coordinating Ministry for Political, Legal and Security Affairs have salaries according to quality of life standards.
- d. Based on the analysis of the description of the employee performance variable, it shows that the employees of the Coordinating Ministry for Political, Legal and Security Affairs tend to agree that budget management, task execution, service quality, work quality, work quantity, timeliness and cooperation ability form employee performance variables. The indicator that gives the highest value to the formation of employee performance variables is the ability to cooperate, namely the employees of the Coordinating Ministry for Political, Legal and Security Affairs work by helping other employees and the employees of the Coordinating Ministry for Political, Legal and Security Affairs are happy to provide information to their colleagues.

2. Based on the Results of Path Analysis, it is obtained that:

- a. Based on the results of the regression analysis, it shows that leadership and organizational culture contribute to increasing work motivation of the Coordinating Ministry for Political, Legal and Security Affairs.
- b. Based on the results of the regression analysis, it shows that leadership and organizational culture contribute to improving the performance of the employees of the Coordinating Ministry for Political, Legal and Security Affairs. Work motivation has an increasing impact on employee performance.
- c. Based on the results of the path analysis, it shows that leadership and organizational culture on employee performance through work motivation do not contribute to improving employee performance at the Coordinating Ministry for Political, Legal and Security Affairs. The work motivation variable does not provide a role for leadership and organizational culture to increase employee performance.

SUGGESTION

Based on the results of research on the influence of leadership and organizational culture on employee performance through work motivation at the Coordinating Ministry for Political, Legal and Security Affairs, several suggestions can be made as follows: Through this research, it is hoped that it can be useful for other related parties, especially for the leadership of the Coordinating Ministry for Political, Legal and Security Affairs, taking into account the following:

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- a. On the leadership variable, especially the focus indicator for the process that has the lowest score on the formation of the leadership variable, that is, the leadership of the Coordinating Ministry for Political, Legal and Security Affairs must prioritize the achievement of organizational targets and the leadership of the Coordinating Ministry for Political, Legal and Security Affairs must focus on the process of achieving the target.
- b. On the organizational culture variable, especially the indicator of the orientation of people who have the lowest score on the formation of organizational culture, the organization must pay attention to its employees to work together and the organization must be oriented to its employees to achieve organizational targets.
- c. On the work motivation variable, especially the reward indicator, which has the lowest value on the formation of the work motivation variable, in this case the Kemenko Polhukam employees must be able to solve problems according to knowledge and the Kemenko Polhukam employees must be able to complete the task skills.
- d. In employee performance variables, especially the timeliness indicator, which gives the lowest value for the formation of employee performance variables, in this case the Coordinating Ministry for Political, Legal and Security employees must be able to adapt to different situations and the leadership of the Coordinating Ministry for Political, Legal and Security Affairs must give permission to subordinates if there is a very urgent need.

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