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Performance And Motivation: The Influence Of Leadership Style, Work Environment And Organizational Culture In Bagian Umum Sekretariat Daerah Kabupaten Lumajang

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ABSTRACT

This study explains the effect of changes in perceived leadership style, a supportive work environment and the organizational culture that is created on employee performance from the point of view of employee motivation in the General Section of the Bagian Umum of Lumajang Regency. The purpose of this study was to determine the effect of leadership style, work environment, organizational culture on employee performance and the influence of leadership style, work environment, organizational culture on performance through work motivation at the General Section of the Bagian Umum of Lumajang Regency. the research method uses a quantitative approach with analytical tools using path analysis. Respondents used amounted to 76 people. the results of the study show that leadership style does not affect employee performance, work environment influences employee performance, organizational culture influences employee performance, work motivation influences employee performance, leadership style influences work motivation, work environment does not affect work motivation, organizational culture does not has an effect on work motivation, leadership style has an effect on employee performance by mediating work motivation, the work environment has an effect on employee performance not by mediating work motivation, organizational culture has an effect on employee performance not by mediating work motivation.

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

1. INTRODUCTION

After the Covid-19 pandemic, which reduced the level of employment of employees at the Regional Government due to the lockdown and caused work to be done at home, it resulted in employees who were no longer motivated to rise and develop. Employees are vulnerable to being passive as a result of the pandemic which requires employees to do work at home. The Covid-19 pandemic, which is one of the main problems for the Government, is the biggest reason for progress for developing employees. Some of the problems that occur are the passive attitude of employees towards their work which results in decreased employee performance. This is due to many problems, including leadership style or work environment that does not provide motivation or indifferent attitude between friends. This is what causes problems to occur both from internal employees and between employees from various work units. Unmotivated employees cause the level of desire to work to go down and become lazy. And the emphasis that occurs due to the accumulation of work makes the implementation of work in work units become constrained.

The General Section is one of the work units within the Bagian Umum of Lumajang Regency. The large number of jobs due to the main duties and functions of the General Section to meet the needs of activities or leadership meetings (Regents, Deputy Regents, Regional Secretaries and Assistant Regional Secretaries) makes the work of the General Section multiply. In addition, there were several other work units that asked for the assistance of the General Section to facilitate their activities which caused the work to be borne by the General Section to increase. This has an impact on employees in the General Section, where the implementation of work becomes constrained. There is no motivation from both employees and the highest leadership style which results in decreased employee attitudes or behavior. As well as the implementation of work carried out by employees because they are forced to, making the work environment impossible to increase job satisfaction. In addition, the implementation of this work creates a new work culture which is caused by the absence of the highest leadership's intervention to support employees in the General Section. This is what causes the implementation of work to be hampered.

In a study by Handayani et al. (2019) and Bukit et al. (2019) argued that there is a direct influence of Leadership Style on employee performance. Meanwhile, research by Dewi (2019) and Lamere et al. (2021) explains that there is no influence from Leadership Style on employee performance. In addition, Leadership Style also has an influence on motivation as has been done by Lamere et al. (2021) and Agustin (2020). Amalia et al. (2016) stated differences in research results where there was no effect of Leadership Style on Employee Motivation. In addition, Efendi &

Hardiyanto (2021) explain that there is no mediation from motivation on the influence of Leadership Style on Employee Performance.

In addition, work environment variables also provide different research results where this has been carried out by Pane (2019) explaining that there is an influence from the work environment on performance. This is also supported by Josephine & Harjanti (2017) which explains that there is a clear influence of the work environment on performance. Sudiyani et al. (2022) and Warongan et al. (2022) put forward a different matter where the results of their research stated that there was no influence from the Work Environment on performance. According to Asfar & Anggraeni (2020) explains that there is no influence of the work environment on work motivation. Meanwhile, Caksana (2019) research explains that there is a direct influence of the work environment on work motivation. Apart from that, Efendi & Hardiyanto (2021) also argued that there is no mediating role of motivation in the influence of the work environment on performance.

The Organizational Culture variable found the same thing. There are still differences in the results of previous studies caused by different problems. Al-Ayyubi (2019) explains that there is no influence from Organizational Culture on employee performance. Inggira et al. (2021) explained that there was no significance in his research which tested organizational culture on performance. In contrast to the results of research by Pane (2019) and Agustin (2020), which explains that there is an influence of organizational culture on employee performance. Agustin (2020) also explains that there is an influence of organizational culture on employee motivation. This is in line with Pane (2019) which states that there is an influence from organizational culture on work motivation. Mufarrohah & Sumartik (2022) showed answers to different research results which stated that there was no influence from organizational culture on employee motivation. Based on these results, it can be explained that there are still differences in the results of previous studies which show different results based on the variables of Work Motivation, Leadership Style, Work Environment, Organizational Culture and Employee Performance.

In Asfar & Anggraeni (2020) research found that there was no effect of motivation on performance. Lamere et al. (2021) also expressed this opinion which explained that there was no effect of motivation on performance. Meanwhile, researchers Dewi (2019) and Bukit et al. (2019) explains that there is an effect of motivation on employee performance. The results of previous research indicate that there is a research gap. Differences in different places and conditions cause between studies to provide different conditions. This study uses the research area of the General Section where employees in one work unit are sufficient for research, and working hours are not in accordance with what they should be with the many tasks and responsibilities borne by each employee making this research necessary. Besides that, it is necessary to re-prove by conditioning and determining research respondents. The novelty of this research is that there is a research focus on organizational behavior which is explained in the variables of the work environment, organizational culture and leadership style to improve employee performance. Besides that, by providing work motivation that does not come from the leadership but comes from the environment around the employee is one of the strong reasons for researchers to explain organizational behavior.

2. LITERATURE REVIEW
2.1 Leadership Style
Leaders and managers, especially top leaders and top managers, are determining factors in the success or failure of an organization and business. Both in the world of business, business and in the world of education, health, corporate, religious, social, political, state government and others. According to Robbins in Palinggi & Mawardi (2019:4) emphasized that leadership can be broadly interpreted as the ability to influence a group to achieve a goal. Meanwhile, Palinggi & Mawardi (2019:4) explain that leadership is the ability to influence other people to behave in accordance with the leader's directions and to achieve organizational goals, a leader is required to be able to use his power as effectively as possible so that others can direct their behavior in various conditions and situations of their subordinates. Setiana & Dewi (2022:6) explain that leadership is a method or ability possessed by a leader in influencing his subordinates in an effort to achieve goals. Pamudji in Hasnawati et al. (2021:17) states that leadership is an "art" to equate the mindset or perception of each member of the Organization in achieving organizational goals.

2.2 Work Environment
In the world of work in a company there are many supporting aspects that support the running of a company, for example, employees, work equipment and others. These things really need to be considered so that the achievement of goals in the company can run well. Nitisemito in Enny (2019:56) says that what is meant by the work environment is everything that is around the worker and that can affect him in carrying out the tasks assigned to him. For example is cleanliness, music and others. Asfar & Anggraeni (2020:19) explain the work environment is all the tools and materials encountered, the surrounding environment in which a person works, work methods, and work arrangements both as individuals and as a group. Josephine & Harjanti (2017:1) explains the work environment is everything, events, people and others that affect the way people work. Meanwhile, Efendi & Hardiyanto (2021:17) explain the work environment is something that is around workers who can influence themselves in carrying out assigned tasks, for example cleaning, music and others.

2.3 Organizational Culture
Organizational culture refers to a principle that is held by its members as a differentiator between the organization and other organizations. Such a system is a manifestation of a collection of main traits or characters that are upheld by the

organization. According to Enny (2019:44) explains the word culture (culture) comes from the discipline of Anthropology; with the character Killman. Defined as philosophy, ideology, values, assumptions, beliefs, hopes, attitudes, and norms that are shared and bind a society. While the organization comes from the Greek "organon" which means tool or instrument. The meaning of the word implies that the organization is a human tool. Badu & Djafri (2017:110) explain organizational culture is a shared perception held by members of the organization. Meanwhile, according to Cushway and Lodge in Badu & Djafri (2017:110) explaining organizational culture is an organizational value system and will influence the way work is done and the way employees behave. While Inggira et al. (2021:196) explains organizational culture is a set of values, beliefs, behaviors, customs, and attitudes that help members of the organization understand and translate the attitude that must be taken in dealing with something.

2.4 Work Motivation

Every organization certainly has a goal. In achieving these goals, highly motivated human resources are needed. Motivation is an important thing to make an employee do something for their organization, namely surviving, and fighting to achieve goals. Organizational goals will be difficult to achieve if employees are not enthusiastic in carrying out the tasks assigned to them. To achieve this goal, not only by getting employees who are considered the most competent, but no less important by continuously motivating leaders and creating a work environment that can increase enthusiasm in carrying out their duties in the organization. Badu & Djafri (2017:83) explain that the term motivation is an absorption term from the Latin "movere", which literally means "to move". According to Malthis in Hasnawati et al. (2021:8) explains motivation is the desire in a person that causes that person to act. Meanwhile, Agustin (2020:11) explains motivation is a behavioral activity that works in an effort to meet the desired needs. According to RA. Supriyono in Badu & Djafri (2017:84) explains motivation as the "ability to do" something while motive is "need, desire, encouragement to do something".

2.5 Employee Performance

For organizations, the benefits of performance management are aligning organizational goals with team and individual goals, improving performance, motivating employees, increasing commitment, supporting core values, improving training and development processes, increasing skill base, seeking continuous improvement and development, seeking the basis of planning careers, helping to retain skilled workers from leaving, supporting total quality and customer service initiatives, supporting culture change programs. Setiana & Dewi (2022:15) explain performance is the result obtained by someone who is profit oriented and non profit oriented which is produced for 1 period of time according to the responsibilities given to him. Silaen et al. (2021:2) argues that performance is an effort to achieve organizational goals legally, does not violate the law and is in accordance with morals and ethics, in accordance with the authority and responsibilities of each individual. Meanwhile, Haryono (2018:13) explains that individual performance is the result of a person's work that is influenced by individual competence, organizational support and management support.

3. RESEARCH METHODS

This research was conducted in the General Section of the Regional Secretariat of Lumajang Regency. The choice of place was carried out by the researcher because the research location met the research criteria and found phenomena that were in accordance with what the researcher explained in the field and was the place where the researcher worked. The sampling technique used in this study uses a simple random sampling technique. Based on this, it can be concluded that the number of respondents is the total number of employees in the General Section of 76 employees. The analysis tool used is path analysis.

4. RESEARCH RESULTS AND DISCUSSION

The research results show that the research data shows the following:

Table 1. Amount of Research Answer Data on Leadership Style Variables

No	Variable	Sts	%	Ts	%	N	%	S	%	Ss	%	N	Mode	Criteria
1	Decisions Made Together	0	0%	0	0%	20	26%	32	42%	24	32%	76	32	S
2	Appreciate the Potential of Each of His Subordinates	0	0%	0	0%	19	25%	33	43%	24	32%	76	33	S
3	Hear Criticism, Suggestions/Opinions from Subordinates	0	0%	0	0%	26	34%	33	43%	17	22%	76	33	S
4	Collaborating with Subordinates	0	0%	0	0%	17	22%	30	39%	29	38%	76	30	S

Based on table 1 it can be explained that the average respondent's answer answered yes, so based on this it can be concluded that the respondent agrees with the statement given by the researcher. then in the next variable the following answers are obtained.

Table 2. Amount of Data Answers to Work Environment Variables Research

No	Variable	Sts	%	Ts	%	N	%	S	%	Ss	%	N	Mode	Criteria
1	Convenience	0	0%	0	0%	27	36%	25	33%	24	32%	76	27	S
2	Cleanliness	0	0%	0	0%	22	29%	31	41%	23	30%	76	31	S
3	The Relationship Between Bosses And Subordinates	0	0%	0	0%	19	25%	33	43%	24	32%	76	33	S
4	Relationships Between Employees	0	0%	0	0%	18	24%	32	42%	26	34%	76	32	S

Based on table 2 it can be explained that the average respondent's answer answered yes, so based on this it can be concluded that the respondent agrees with the statement given by the researcher. then in the next variable the following answers are obtained.

Table 3. Total Data on Organizational Culture Variable Research Responses

No	Variable	Sts	%	Ts	%	N	%	S	%	Ss	%	N	Mode	Criteria
1	Outcome Orientation	0	0%	0	0%	22	29%	32	42%	22	29%	76	32	S
2	Orientation to the Team	0	0%	0	0%	19	25%	32	42%	25	33%	76	32	S
3	Attention To Details	0	0%	0	0%	17	22%	36	47%	23	30%	76	36	S
4	Organizational Stability	0	0%	0	0%	21	28%	32	42%	23	30%	76	32	S

Based on table 3 it can be explained that the average respondent's answer answered yes, so based on this it can be concluded that the respondent agrees with the statement given by the researcher. then in the next variable the following answers are obtained.

Table 4. Amount of Data on Research Answers on Performance Variables

No	Variable	Sts	%	Ts	%	N	%	S	%	Ss	%	N	Mode	Criteria
1	Cooperative	0	0%	0	0%	25	33%	25	33%	26	34%	76	26	Ss
2	Work knowledge	0	0%	0	0%	19	25%	32	42%	25	33%	76	32	S
3	Quality of Work	0	0%	0	0%	22	29%	26	34%	28	37%	76	28	S
4	Job Assessment	0	0%	0	0%	16	21%	33	43%	27	36%	76	33	S

Based on table 4 it can be explained that the average respondent's answer answered yes, so based on this it can be concluded that the respondent agrees with the statement given by the researcher. then in the next variable the following answers are obtained.

Table 5. Amount of Data on Research Answers on Motivational Variables

No	Variable	Sts	%	Ts	%	N	%	S	%	Ss	%	N	Mode	Criteria
1	Need for Achievement	0	0%	0	0%	8	11%	44	58%	24	32%	76	44	S
2	Need for Affiliation	0	0%	0	0%	9	12%	35	46%	32	42%	76	35	S
3	Need For Power	0	0%	0	0%	6	8%	32	42%	38	50%	76	38	S

Based on table 5 it can be explained that the average respondent's answer answered yes, so based on this it can be concluded that the respondent agrees with the statement given by the researcher. The results of the validity and reliability tests can be found in the following table.

Table 6. Validity Test Results

No	Item	Pearson Correlation	R table	Description
1	X11	0.62	0,226	Valid
2	X12	0.461	0,226	Valid
3	X13	0.452	0,226	Valid
4	X14	0.545	0,226	Valid
5	X21	0.431	0,226	Valid
6	X22	0.509	0,226	Valid
7	X23	0.491	0,226	Valid
8	X24	0.419	0,226	Valid
9	X31	0.49	0,226	Valid
10	X32	0.449	0,226	Valid
11	X33	0.379	0,226	Valid
12	X34	0.483	0,226	Valid
13	Y1	0.372	0,226	Valid
14	Y2	0.489	0,226	Valid
15	Y3	0.498	0,226	Valid
16	Y4	0.526	0,226	Valid
17	Z1	0.325	0,226	Valid
18	Z2	0.363	0,226	Valid
19	Z3	0.548	0,226	Valid

Based on table 6 shows that the statement items of all variables show valid and can be done for other tests. Next, the reliability test will be carried out as follows.

Table 7. Reliable Test Results

No	Variable	Cronbach's Alpha if Item Deleted	Reliability Index	Description
1	X1	0.903	0,7	Reliable
2	X2	0.909	0,7	Reliable
3	X3	0.906	0,7	Reliable
4	Z	0.928	0,7	Reliable
5	Y	0.898	0,7	Reliable

Based on table 7 shows the variables used are reliable and can be carried out research. Next, a classic assumption test is carried out which consists of a normality test, multicollinearity test and heteroscedasticity test. The results of the subsequent test results are shown as follows.

Table 8. Data Normality Test Results

Asymp. Sig. (2-tailed)	Kolmogorov Index	Description
0,2	0,05	Normal

Table 8 shows normal data results which can be interpreted as data that have no similarities or are intentional. then the next test is carried out as follows.

Table 9. Multicollinearity Test Results

No	Variable	Tolerance	VIF
1	X1	0.258	3.876
2	X2	0.349	2.868
3	X3	0.319	3.134
4	Z	0.522	1.914

Based on table 9 it can be seen that the vif value lies between 1 and 10 and the tolerance value is above 0.1, it can be concluded that the data does not experience multicollinearity. Then the heteroscedasticity test was carried out as follows.

Table 10. Heteroscedasticity Test Results

No	Variable	t	Sig
1	(Constant)	2.979	0.004
2	X1	.970	0.335
3	X2	-.147	0.884
4	X3	-.913	0.364
5	Z	-1.441	0.154

Based on table 10 shows a sig value of more than 0.05, it can be concluded that there is no heteroscedasticity. then carried out path analysis test as follows:
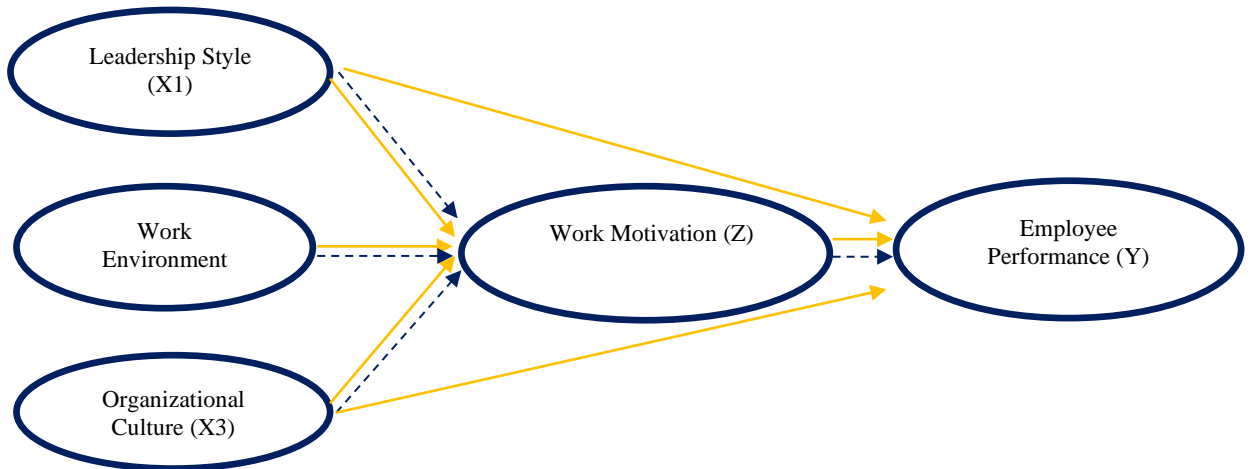
Figure 1. General Model Path analysis

Based on Figure 1, the results are as follows:

Table 11. Results of model 1 path analysis

No	Variable	t	Sig
1	(Constant)	5.715	.000
2	X1	2.196	.031
3	X2	1.283	.204
4	X3	1.380	.172

Dependent Variable:
Work Motivation

Table 11 shows the results of the model 1 test with the dependent variable Z and the model 2 test with the dependent variable Y as follows.

Table 12. Results of model 2 path analysis

No	Variable	t	Sig
1	(Constant)	-2.885	.005
2	X1	.102	.919
3	X2	2.878	.005
4	X3	2.844	.006
5	Z	7.548	.000

Dependent Variable:
Employee Performance

Based on table 11 it is found that the significant value of the Leadership Style variable on work motivation is 0.031 <0.05. while the Work Environment variable on work motivation is 0.204 > 0.05 and the significant value of organizational culture variables on work motivation is 0.172 > 0.05. In Table 12, the significant value of Leadership Style on performance is 0.919 > 0.05, while the Work Environment variable is 0.005 <0.05 and the significant value of organizational culture on performance is 0.006 <0.05 and the motivational variable on performance is 0.000 < 0.05. While in table 11 it is known that the calculated t value of the Leadership Style variable on Work Motivation is 2.196. while the work environment variable on work motivation is 1.283 and the t value of organizational culture variable on work motivation is 1.380. In Table 12, the t-count value of Leadership Style on performance is 0.102, while the Work Environment variable is 2.878 and the t-count value of organizational culture on performance is 2.844 and the motivational variable on performance is 7.548.

because the results in table 12 contained insignificant variables, a re-test was carried out on table 12 by eliminating variables that had no effect and the results are shown as follows.

Table 13. Results of model 2 edited path analysis

No	Variable	t	Sig
1	(Constant)	-2.962	.004
2	X2	3.240	.002
3	X3	3.310	.001
4	Z	7.878	.000

Dependent Variable:
Employee Performance

In Table 13, the significance value of the Work Environment variable is 0.002 <0.05 and the significance value of organizational culture on performance is 0.001 <0.05 and the motivational variable on performance is 0.000 <0.05. In Table 13 the t value of the Work Environment variable is 3.240 and the t value of organizational culture on performance is 3.310 and the motivational variable on performance is 7.878.

From the appropriate model, each regression coefficient can be interpreted. The calculation of the influence between paths can be seen from the significant level of each independent variable on the dependent variable so that the calculations obtain three paths, namely direct influence, indirect influence and total influence.
1) Direct Effect Test Results (DE)
a) The Effect of Leadership Style (X_1) on Work Motivation (Z)
Based on the results of previous calculations, it shows the influence value of Leadership Style (X_1) on Work Motivation (Z) 36%
b) The influence of the Work Environment variable (X2) on Work Motivation (Z)
Based on the results of previous calculations, it shows the effect value of the Work Environment variable (X2) on Work Motivation (Z) of 18%
c) The influence of Organizational Culture variable (X3) on Work Motivation (Z)
Based on the results of previous calculations, it shows the influence value of the Organizational Culture variable (X3) on Work Motivation (Z) of 21%
d) The Effect of Leadership Style (X1) on Employee Performance (Y)
Based on the results of previous calculations, it shows the influence value of Leadership Style (X1) on Employee Performance (Y) of 1%
e) The influence of the Work Environment variable (X2) on Employee Performance (Y)
Based on the results of previous calculations, it shows the effect value of the Work Environment variable (X2) on Employee Performance (Y) of 24%
f) The influence of Organizational Culture variable (X3) on Employee Performance (Y)
Based on the results of previous calculations, it shows the influence value of the Organizational Culture variable

(X3) on Employee Performance (Y) of 25%

g) Effect of Work Motivation variable (Z) on Employee Performance (Y)

Based on the results of previous calculations, it shows the influence value of the Work Motivation variable (Z) on Employee Performance (Y) of 52%

2) *Indirect Effect* (IE)

a) The Effect of Leadership Style (X1) on Employee Performance (Y) through Work Motivation (Z)

The value of the indirect effect of Leadership Style (X1) → Work Motivation (Z) → Employee Performance (Y) is the multiplication of the beta value on the influence of Leadership Style (X¬1) → Work Motivation (Z) with Work Motivation (Z) → Employee Performance (Y) is 0.357 x 0.523 = 0.186

b) The influence of the Work Environment variable (X2) on Employee Performance (Y) through Work Motivation (Z)

The value of the indirect effect of the work environment (X2) → work motivation (Z) → employee performance (Y) is the multiplication of the beta value on the influence of the work environment (X2) → work motivation (Z) with work motivation (Z) → Employee Performance (Y) is 0.183 x 0.523 = 0.096

c) The influence of Organizational Culture variable (X¬3) on Employee Performance (Y) through Work Motivation (Z)

The value of the indirect effect of Organizational Culture (X3) → Work Motivation (Z) → Employee Performance (Y) is the multiplication of the beta value on the influence of Organizational Culture (X3) → Work Motivation (Z) with Work Motivation (Z) → Employee Performance (Y), namely 0.205 x 0.523 = 0.107

Berdasarkan Hasil Uji *Dirrect Effect* (DE) dan *Indirrect Effect* (IE) dapat diketahui bahwa nilai total effect adalah hasil penjumlahan nilai *Dirrect Effect* (DE) dan *Indirrect Effect* (IE) seperti berikut.

$= TE_{ZZ1} = X_1 → Z → Y = 0,357 + 0,186 = 0,443$

$= TE_{ZZ2} = X_2 → Z → Y = 0,183 + 0,096 = 0,279$

$= TE_{ZZ3} = X_3 → Z → Y = 0,205 + 0,107 = 0,312$

In the first path, the test will be carried out by looking at the mediating effect of Work Motivation (Z) from Leadership Style (X1) on Employee Performance (Y) with the results described as follows.

Table 4.14 First Line Sobel Test Regression Test Results

	Beta	Std. Error
X₁ → Z	0,357	0,095
Z → Y	0,524	0,108

The next step is to carry out the Sobel test by calculating the following formula.

$S\_ab=\sqrt{(b^2 ⟦Sa⟧^2+a^2 ⟦Sb⟧^2)}$

$=\sqrt{(⟦(0,524)⟧^2 ⟦(0,095)⟧^2+⟦(0,357)⟧^2 ⟦(0,108)⟧^2)}$

$=\sqrt{(0,0024780484+0,001486565136)}=0,063$

$t=(0,357×0,524)/0,063=2.96$

Based on the calculated t value of 2.96. In the previous t test it was known that the t table was 1,999. So it can be concluded that the calculated t value is greater than t table. So it can be concluded that work motivation mediates the influence of Leadership Style on Employee Performance.

In the second path, testing will be carried out by looking at the mediating effect of Work Motivation (Z) from the Work Environment (X2) on Employee Performance (Y) with the following results.

Table 4.15 Second Line Sobel Test Regression Test Results

	Beta	Std. Error
X₂ → Z	0,183	0,090
Z → Y	0,524	0,108

The next step is to carry out the Sobel test by calculating the following formula.

$S\_ab=\sqrt{(b^2 ⟦Sa⟧^2+a^2 ⟦Sb⟧^2)}$

$=\sqrt{(⟦(0,524)⟧^2 ⟦(0,090)⟧^2+⟦(0,183)⟧^2 ⟦(0,108)⟧^2)}$

$=\sqrt{(0,0022240656+0,000390615696)}=0,0511$

$t=(0,183×0,524)/0,0511=0.187$

Based on the calculated t value of 0.187. In the previous t test it was known that the t table was 1,999. So it can be concluded that the calculated t value is smaller than t table. So it can be concluded that work motivation is not able to mediate the effect of the work environment on employee performance.

In the third path, testing will be carried out by looking at the mediating effect of Work Motivation (Z) from Organizational Culture (X2) on Employee Performance (Y) with the following results.

Table 4.16 Third Line Sobel Test Regression Test Results

	Beta	Std. Error
X₂ → Z	0,205	0,099

Z → Y	0,524	0,108

The next step is to carry out the Sobel test by calculating the following formula.

$S\_ab=\sqrt{(b^2 \llbracket Sa \rrbracket^2+a^2 \llbracket Sb \rrbracket^2)}$

$=\sqrt{(\llbracket (0,524) \rrbracket^2 \llbracket (0,099) \rrbracket^2+\llbracket (0,205) \rrbracket^2 \llbracket (0,108) \rrbracket^2)}$

$=\sqrt{(0,002691119376+0,0004901796)}=0,0564$

$t=(0,205\times0,524)/0,0564=1.90$

Based on the calculated t value of 1.90. In the previous t test it was known that the t table was 1,999. So it can be concluded that the calculated t value is smaller than t table. So it can be concluded that work motivation is not able to mediate the influence of Organizational Culture on Employee Performance.

based on this can be described as follows.

a. Based on the results of tests conducted by researchers, it is known that the significant value of the direct influence of leadership style on work motivation is 0.031. This proves that the first line regression model between leadership style variables has a direct and significant effect on work motivation variables with a significant value of leadership style 0.03 <0.05. As for the value on the direct influence of leadership style on work motivation according to the value on the beta standard where the value is 0.357. As well as the calculated t value on the direct influence of leadership style on work motivation of 2.196 which proves that t count > t table with a t table value of 1.99. So it can be concluded that there is a direct influence of leadership style on work motivation and the hypothesis is accepted which states that there is an influence of leadership style variables on work motivation.

b. Based on the test results that have been carried out by researchers it is known that the significant value of the direct influence of the Work Environment on work motivation is 0.204. This proves that the first line regression model between work environment variables does not have a significant direct effect on work motivation variables with a significant work environment value of 0.204 > 0.05. As for the value on the direct influence of the Work Environment on work motivation according to the value on the beta standard where the value is 0.183. As well as the calculated t value on the direct influence of the Work Environment on work motivation of 1.283 which proves that t count < t table with a t table value of 1.99. So it can be concluded that there is no direct effect of the Work Environment on work motivation and the hypothesis is rejected and explains that there is no effect of Work Environment variables on work motivation.

c. Based on the test results that have been carried out by researchers it is known that the significant value of the direct influence of Organizational Culture on work motivation is 0.172. This proves that the first line regression model between Organizational Culture variables does not have a direct and significant effect on work motivation variables with a significant value of Organizational Culture 0.204 > 0.05. As for the value on the direct influence of Organizational Culture on work motivation according to the value on the beta standard where the value is 0.205. As well as the calculated t value on the direct influence of Organizational Culture on work motivation of 1.380 which proves that t count < t table with a t table value of 1.99. So it can be concluded that there is no direct influence of Organizational Culture on work motivation and the hypothesis is rejected and explains that there is no effect of Organizational Culture variables on work motivation.

d. Based on the test results that have been carried out by researchers it is known that the significant value of the direct influence of Leadership Style on Employee Performance is 0.919. This proves that the first path regression model between the Leadership Style variables does not have a significant direct effect on the Employee Performance variable with a significant value of Organizational Culture 0.919 > 0.05. As for the value on the direct influence of Leadership Style on Employee Performance according to the value on the beta standard where the value is 0.010. As well as the calculated t value on the direct influence of Leadership Style on Employee Performance of 0.102 which proves that t count < t table with a t table value of 1.99. So it can be concluded that there is no direct effect of Leadership Style on Employee Performance and the hypothesis is rejected and explains that there is no effect of Leadership Style on Employee Performance.

e. Based on the test results that have been carried out by researchers it is known that the significant value of the direct influence of the Work Environment on Employee Performance is 0.002. This proves that the first line regression model between work environment variables has a direct and significant effect on employee performance variables with a significant work environment value of 0.002 > 0.05. As for the value on the direct influence of the Work Environment on Employee Performance according to the value on the beta standard where the value is 0.248. As well as the calculated t value for the direct influence of the Work Environment on Employee Performance of 3.240 which proves that t count > t table with a t table value of 1.99. So it can be concluded that there is a direct effect of the Work Environment on Employee Performance and the hypothesis is accepted which states that there is an influence of Work Environment variables on Employee Performance.

f. Based on the test results that have been carried out by researchers it is known that the significant value of the direct influence of Organizational Culture on Employee Performance is 0.001. This proves that the first line regression model between Organizational Culture variables has a direct and significant effect on Employee Performance variables with a significant value of Organizational Culture 0.001 > 0.05. As for the value on the direct influence of Organizational Culture on Employee Performance according to the value on the beta standard where the value is 0.256. As well as the calculated t value for the direct influence of Organizational Culture on Employee Performance of 3.310 which proves that t count > t table with a t table value of 1.99. So it can be

concluded that there is a direct influence of Organizational Culture on Employee Performance and the hypothesis is accepted which states that there is an influence of Organizational Culture variables on Employee Performance.

g. Based on the test results that have been carried out by researchers it is known that the significant value of the direct influence of Work Motivation on Employee Performance is 0.000. This proves that the first-line regression model between the variables Work Motivation has a direct and significant effect on Employee Performance variables with a significant value of Work Motivation $0.000 > 0.05$. As for the value on the direct effect of Work Motivation on Employee Performance according to the value on the beta standard where the value is 0.524. As well as the calculated t value for the direct effect of Work Motivation on Employee Performance of 7.878 which proves that t count > t table with a t table value of 1.99. So it can be concluded that there is a direct effect of Work Motivation on Employee Performance and the hypothesis is accepted which states that there is an influence of Work Motivation variables on Employee Performance.

h. From the results of path calculations, it is known that the direct effect of Leadership Style on Employee Performance is 0.010. While the indirect effect of Leadership Style through Work Motivation on Employee Performance is the multiplication of the beta value of Leadership Style on Work Motivation with the beta value of Work Motivation on Employee Performance: $0.357 \times 0.523 = 0.186$. Then the total influence exerted by Leadership Style on Employee Performance is: 0.010+0.186=0.196. Based on the results of these calculations, between the direct effect of Leadership Style on Employee Performance and the indirect effect of Leadership Style through Work Motivation on Employee Performance, it can be seen that the direct effect is smaller than the indirect effect. Meanwhile, based on the results of the Sobel test, the role of work motivation in mediating the effect of leadership style on employee performance is 2.96. It can be concluded that work motivation significantly mediates the effect of leadership style on employee performance.

i. From the results of the path calculation, it is known that the direct effect of the work environment on employee performance is 0.244. While the indirect effect of the Work Environment through Work Motivation on Employee Performance is the multiplication of the beta value of Work Environment on Work Motivation with the beta value of Work Motivation on Employee Performance: $0.244 \times 0.523 = 0.128$. Then the total influence exerted by the Work Environment on Employee Performance is: 0.244+0.128=0.372. Based on the results of these calculations, between the direct effect of the Work Environment on Employee Performance and the indirect effect of the Work Environment through Work Motivation on Employee Performance, it can be seen that the direct effect is greater than the indirect effect. Meanwhile, based on the results of the Sobel test, the role of work motivation in mediating the effect of the work environment on employee performance is 0.187. It can be concluded that significantly Work Motivation is not able to mediate the influence of the Work Environment on Employee Performance.

j. From the results of the path calculation, it is known that the direct effect of Organizational Culture on Employee Performance is 0.252. While the indirect effect of Organizational Culture through Work Motivation on Employee Performance is the multiplication of the beta value of Organizational Culture on Work Motivation with the beta value of Work Motivation on Employee Performance: $0.252 \times 0.523 = 0.132$. Then the total influence exerted by Organizational Culture on Employee Performance is: 0.252+0.132=0.384. Based on the results of these calculations, between the direct effect of Organizational Culture on Employee Performance and the indirect effect of Organizational Culture through Work Motivation on Employee Performance, it can be seen that the direct effect is greater than the indirect effect. Meanwhile, based on the results of the Sobel test, the role of Work Motivation in mediating the influence of Organizational Culture on Employee Performance is 0.190. It can be concluded that significantly Work Motivation is not able to mediate the effect of Organizational Culture on Employee Performance.

5. CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the researchers' calculations, it was found that:

1. leadership style has no effect on performance
2. work environment affects performance
3. Organizational culture influences performance
4. Leadership style influences motivation
5. work environment does not affect motivation
6. Organizational culture does not affect motivation
7. Leadership style influences performance through motivation
8. work environment affects performance not through motivation
9. Organizational culture influences performance not through motivation

In addition, researchers feel that there are deficiencies in the research that has been done, so it is hoped that in the next study it is expected to increase the number of research samples. Subsequent research is also expected to expand the use of indicators or increase the use of research indicators so that research results are more diverse with broader results.

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