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## Effect of organizational culture and leadership style on employee performance through work motivation at pt. Kereta commuter Indonesia

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### Abstract

This study aims to determine the effect of organizational culture on employee performance, leadership style on employee performance, work motivation on employee performance, organizational culture on work motivation, leadership style on work motivation, organizational culture on employee performance through work motivation and determine the effect of leadership style and organizational culture on employee performance through work motivation. The research was conducted at PT. Kereta Commuter Indonesia involves 122 employees of the company. Data analysis using path analysis. The results showed that organizational culture variables affect employee performance, leadership style affects employee performance, motivation affects employee performance, organizational culture affects motivation, leadership style affects motivation. Organizational culture on employee performance is 0.564. The influence of organizational culture on performance through motivation is  $0.697 \times 0.865 = 0.603$ . In this case, the indirect effect is greater than the direct effect, so it can be said that the work motivation variable is intervening. The direct influence of organizational work culture on employee performance is 0.657. In contrast, the influence of work organizational culture on employee performance through motivation is  $0.782 \times 0.865 = 0.676$ . In this case, the indirect effect is greater than the direct effect, so it can be said that the work motivation variable is intervening.

**Keywords:** organizational culture, leadership style, motivation, employee performance

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### Introduction

The development of globalization makes the pressure of business competition tighter; many companies require their employees to increase their excellence in all fields in achieving maximum performance. However, the performance of its employees strongly influences the company's success. Employees are the company's main asset and have a strategic role in the company. In addition, the performance of human resources or employees in a company can be influenced by various factors, including organizational culture and leadership style, where the leadership style and organizational culture can affect the behavior of employees in a company.

As social beings, employees are inseparable from the various values and norms in the company. Organizational culture can influence how employees behave, describe their work, work with colleagues, and view the future with a broad perspective determined by their norms, values, and beliefs. Every individual member of an organization has a different culture because they have different cultural backgrounds. However, all these differences will be merged into one culture, namely organizational culture, to become a group that works together to achieve organizational goals. Previously agreed upon, but in the process, there may be individuals who can accept it and those who cannot accept it, which may conflict with their own culture.

Every organization has an organizational culture that forms rules and guidelines in thinking and acting to achieve the goals set. This means that an organizational culture that grows and is well maintained will spur the organization towards better development.

Culture can influence an organization; it will influence everything from who is promoted and what decisions are made. Sometimes the culture is fragmented and difficult to read from the outside. The work culture is also influential and potential. Everyone knows the company's goals and works to achieve them. Seeing this impact, culture also has a significant influence on the performance of employees.

In achieving organizational goals, a leader's leadership style is very influential on employee performance. A leader in a formal organization must have good performance to strengthen his leadership. Potential can be in the form of personal authority, knowledge, and skills, especially those related to their field of work. The role of the leader is related to making policies that are acceptable to all parties. For example, if employees and leaders have the same vision and mission, it is elementary to trigger motivation to work better to create a conducive organizational climate (Suryo, 2011).

PT. Kereta Commuter Indonesia is a government-owned company (BUMN) oriented towards transportation services. In its history, rail transportation in the country has proven its significant role in the transportation sector in supporting economic growth and national development. As a large company, of course, PT. Kereta Commuter Indonesia is required to be more transparent in informing every event and statement containing material facts that may affect its shares in the capital market to the general public and capital market authorities. With the increase in population, the need for transportation services also increases. After observing, there are still complaints and criticisms submitted by the community regarding unsatisfactory services. However, this can not be separated from organizational culture and leadership style factors.

The reason that became the basis of this research is human resource management at PT. For example, Kereta Commuter Indonesia, namely the performance of employees differs in the level of discipline and readiness in carrying out tasks. In improving services related to the organization's internal culture, which is less stable, so to improve the quality of service that is not satisfactory, the work ethic of the bureaucracy must be further improved to realize optimal performance. Healthy, in order to trigger employee motivation in achieving optimal performance.

## Literature Review

### Organizational Culture

Drucker quoted by Tika (2010) <sup>[4]</sup> the organizational culture is the body of solution to external and internal problems that has worked consistently for a group, and that is therefore taught to new members as the correct way to perceive, think about, and feel concerning those problems" (organizational culture is the subject of solving external and internal problems which are carried out consistently by a group which then bequeaths it to new members as the right way to understand, think, and feel about related problems.

Robbins (2002) <sup>[5]</sup> suggests that organizational culture as the dominant values disseminated within the organization is used as an employee work philosophy that guides organizational policies in managing employees and consumers. According to Robbins (2002) <sup>[5]</sup>, a strong organizational culture is a culture in which the organization's core values are held intensively and widely shared by members.

### Leadership Style

The leadership style displayed in the managerial process is

consistently referred to as a leadership style. Leadership style is intended as a typical way of behaving from a leader towards members of his group. Terry (2010) <sup>[2]</sup> states that leadership is an activity to influence people so that they like to try to achieve group or organizational goals.

### Work Motivation

Motivation comes from the Latin word "movere," which means "push or driving force." A person needs this motivation in carrying out all his activities. In running life, a person needs much motivation to run everything that can maintain his survival. In the world of education, a child needs motivation from both parents, teachers, and friends to improve his learning achievement. This is also what people need in the world of work. A person can only work well if he gets good work motivation. Work motivation comes from within the person and requires a combination of both oneself, superiors, and the work environment itself. However, we need to know how to increase employee motivation behind all of that. Samsudin (2005) <sup>[6]</sup> explains motivation as a process of influencing or encouraging from outside a person or workgroup so that they want to carry out something that has been determined. Motivation can also be interpreted as an impulse intended as a natural urge to satisfy and sustain life.

### Employee Performance

Performance is organizational behavior directly related to the production of goods or the delivery of services. For example, information about employee performance is an essential thing used to evaluate whether the organization's performance process so far has been in line with the expected goals or not. Nawawi (2006) <sup>[3]</sup> explains that performance is high if a work target can be done at the right time.

Simamora (2004) <sup>[8]</sup> states that employee performance is the achievement of results for employees to achieve job requirements. In other words, performance is the level of work achieved by a person in carrying out work with predetermined requirements. For example, Sastrohadiwiryono (2003) <sup>[9]</sup> states that performance is the performance achieved by a worker in carrying out the tasks and work assigned to him. The level of success of performance includes quantitative and qualitative aspects. Meanwhile, according to Siswanto (2015) <sup>[10]</sup>, performance is the achievement achieved by a person in carrying out the tasks and work assigned to him.

## Research Methods

### Research Time and Location

The research will be conducted in October-December 2019 by taking the location at PT. Kereta Commuter Indonesia.

### Research Design

This study uses an explanatory analysis approach. This means that each variable presented in the hypothesis will be observed by testing the independent variable's causal relationship to the dependent variable.

### Population and Sample

The population in this research is employees who work in the office of PT. Kereta Commuter Indonesia. At the same time, the sample used includes 122 employees who work in the company's office. This sampling uses the saturated sample method because it uses all employees in its office.

## Research Result

### 1. Analysis of the Influence of Organizational Culture on Employee Performance Partially

The analysis of the influence of organizational culture on employee performance is partially known that the coefficient of organizational culture is 0.564. The t value is 7,487. The significance value is 0.00. This significance value is smaller than 0.05. This means that the organizational culture variable partially affects employee performance. For example, the magnitude of the influence of organizational culture on employee performance is known to have an r-squared value of 0.318. This means that the influence of organizational culture on performance is 31.8%, and the rest is influenced by other variables not included in the equation model.

### 2. Analysis of the Effect of Work Leadership Style on Employee Performance Partially

The results of the analysis of the influence of organizational work culture on performance are partially known that the coefficient of leadership style is 0.657. The t value is 9.559. The significance value is 0.00. This significance value is smaller than 0.05. This means that the leadership style variable partially affects employee performance. The magnitude of the influence of leadership style on employee performance is known that the value of r squared is 0.432. This means that the influence of the leadership style variable on employee performance is 43.2%, and the rest is influenced by other variables not included in the equation model.

### 3. Analysis of the Effect of Motivation on Employee Performance Partially

The results of the analysis of the effect of work motivation on performance are partially known that the motivation coefficient is 0.865. The t value is 18,911. The significance value is 0.00. This significance value is smaller than 0.05. This means that the motivation variable affects the employee's performance partially. The magnitude of the influence of motivation on employee performance is known that the value of r squared is 0.749. This means that the influence of motivational variables on employee performance is 74.9%, and the rest is influenced by other variables not included in the equation model.

### 4. Analysis of the Influence of Organizational Culture on Motivation Partially

The results of the analysis of the influence of organizational culture on motivation partially know that the coefficient of organizational culture is 0.697. The t value is 10,645. The significance value is 0.00. This significance value is smaller than 0.05. This means that the organizational culture variable has a partial effect on motivation. For example, the magnitude of the influence of organizational culture on motivation is known that the value of r squared is 0.486. This means that the influence of organizational culture on motivation is 48.6% and the rest is influenced by other variables that are not included in the equation model.

### 5. Analysis of the Effect of Leadership Style on Motivation Partially

The results of the analysis of the influence of leadership style on motivation are partially known that the coefficient of leadership style is 0.782. The t value is 13,729. The significance value is 0.00. This significance value is smaller than 0.05. This means that the leadership style variable has a

partial effect on motivation. The magnitude of the influence of leadership style on motivation is known that the value of r squared is 0.611. This means that the influence of the leadership style variable on motivation is 61.1%, and the rest is influenced by other variables not included in the equation model.

### 6. Analysis of the influence of organizational culture on organizational performance through motivation

Based on the partial path analysis, organizational culture's influence on employee performance is 0.564. The influence of organizational culture on performance through motivation is  $0.697 \times 0.865 = 0.603$ . In this case, the indirect effect is greater than the direct effect, so it can be said that the work motivation variable is intervening.

### 7. Analysis of the influence of work organizational culture on employee performance through motivation variables

Based on the partial path analysis, it is known that the direct influence of organizational work culture on employee performance is 0.657. At the same time, the influence of work organizational culture on employee performance through motivation is  $0.782 \times 0.865 = 0.676$ . In this case, the indirect effect is greater than the direct effect, so it can be said that the work motivation variable is intervening.

## Discussion

In previous research, organizational culture affects employee performance. The higher the organizational culture, the greater the employee's performance. In other words, this influence is positive or unidirectional. This research was conducted on some companies (Laoh, 2016) <sup>[1]</sup>. The results of this study are the same as the results of his research, the higher the organizational culture, the greater the employee's performance.

In this study, leadership style affects employee performance. Several researchers also carried out the influence of organizational culture on employee performance. Based on research, it is known that leadership style affects employee performance (Soedjono, 2005) <sup>[11]</sup>. In previous research, motivation affects employee performance. Motivation is also carried out in several studies. The higher the employee's motivation, the greater the employee's performance. This influence is also positive Sari and Susilo (2018) <sup>[7]</sup>, the results of this study are the same as those of previous studies.

## Conclusions and Suggestions

### Conclusion

Organizational culture variables partially affect employee performance. For example, the t value is 7,487. The significance value is 0.00. This significance value is smaller than 0.05. The value of r squared is 0.318. This means that the influence of organizational culture on performance is 31.8%, and the rest is influenced by other variables not included in the equation model.

The leadership style variable partially affects employee performance. The t value is 9.559. The significance value is 0.00. This significance value is smaller than 0.05. The value of r squared is 0.432. This means that the influence of the leadership style variable on employee performance is 43.2% and the rest is influenced by other variables not included in the equation model.

The motivation variable partially affects employee performance. The t value is 18,911. The significance value is

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Organizational culture on employee performance is 0.564. The influence of organizational culture on performance through motivation is  $0.697 \times 0.865 = 0.603$ . In this case, the indirect effect is greater than the direct effect, so it can be said that the work motivation variable is intervening.

The direct effect of work organizational culture on employee performance is 0.657. In contrast, the influence of work organizational culture on employee performance through motivation is  $0.782 \times 0.865 = 0.676$ . In this case, the indirect effect is greater than the direct effect, so it can be said that the work motivation variable is intervening.

### Suggestion

In improving organizational performance, it is necessary to develop organizational culture, leadership style, and motivation. Activities to improve cultural habituation include strengthening organizational cultural values through meetings or good behavior, providing guidance to members of the organization through formal and informal activities, providing good examples and examples, and providing assessments and awards.

Leadership also needs to be improved by carrying out activities to improve the tasks performed by employees, improve relations with employees and increase effectiveness at work.

Motivation also needs to be improved by looking at the factors that influence motivation, namely improving employee promotion activities, improving work performance, and giving awards to employees who excel.

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