

# Motivation Moderating the Influence of Organizational Culture and Leadership on Employment Performance

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*Abstract:* - This study aims to determine the test results of the influence of organizational culture and leadership on employee performance by using intervening variables derived from motivation. There are 87 respondents used in this study. All respondents are employees at the "ABC" university. This study uses a quantitative approach. The primary data used in this study came from the results of filling out the questionnaire. Partial Least Square analysis technique with SmartPLS program is used to analyze the data resulting from filling out the questionnaire. This study produced several findings based on the results of the analysis has been carried out, it was including: (1) The positive influence is shown by organizational culture on employee work motivation; (2) The positive influence is shown by leadership on employee work motivation; (3) The positive influence is shown by organizational culture on employee performance; (4) The positive influence is shown by leadership on employee performance; (5) The positive effect is shown by work motivation on performance; (6) The influence of culture on performance can be mediated by motivation; (7) In addition, motivation can also mediate the influence of leadership on performance. Based on the analysis that has been done, this study also shows that mediating motivation and competence on employee performance can be done by career development.

*Key-Words:* - organizational culture, leadership, performance, motivation, Partial Least Square

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## 1 Introduction

Achieving company goals and also determining success is largely determined by the human resources owned. In achieving these goals, resources are required to be able to improve performance. Human resources are an important component that affects the company's performance [1]. Human resource management in a company must be able to determine the number, quality, and placement of an effective workforce according to the company's needs based on job descriptions, job specifications, job recruitment, and job evaluations as well as determine the withdrawal, selection, and placement of employees based on the principle of "the right man in the right place and the right man in the right job [2].

Employees are important assets that must be nurtured, cared for, and calculated properly from all aspects of their rights and obligations. Good employee development from related departments can boost employee interests, talents, and enthusiasm. That way, employees can do their jobs and responsibilities well [3]. Employees are also a dynamic and flexible company asset that has high value and can boost the company's progress but can have a negative impact if it is not managed and nurtured properly. This is because employees are directly related to employee services to consumers, where service quality employee to consumers will greatly affect the company's productivity [4]. Therefore, the employees who are by the needs of a company are needed, it is because they can help achieve company goals [5]. In addition, the employees

who can carry out the tasks that have been determined by the company are very much needed. Improving employee performance is something that will always be done by the company because it is expected that the company's goals will be achieved [6]. With the performance, we will be able to know the capabilities of our employees. So, the better the performance, the performance will be optimal. The one of Capital for companies to achieve goals is the performance of employees. Thus, the company leaders must pay attention to the performance of their employees. According to Kabeyi [7] states that an activity that aims to realize in the strategic planning of an organization, the goals, objectives, vision, and mission of the organization are called performance.

In carrying out everything it takes a very strong desire called motivation, this is important because it can influence or encourage a person or workgroup from outside so that they want to carry out something that has been determined [8]. Activities to get the right people with individual characteristics is one of the most important activities in an organization/company, because this is included in human resource management. In addition to human resources, the most important part of an organization is in managerial terms. Managerial roles and functions greatly influence the formation of competitive advantage, planning, organizing, implementing, controlling, and supervising as predictors of competitive advantage. Managerial roles and functions can become components of a competitive advantage given their unique nature, related to human resource management, which is a social interaction built by each diverse individual that can be used as a company strength, so it will be difficult for competitors to imitate it even by applying a management system.

Organizational culture is closely related to how the organization builds commitment to realize its vision and mission, win the competition, and build strength [9]. The success of implementing organizational culture can be seen from, among other things, increased responsibility, increased discipline, compliance with norms or rules, harmonious communication and relationships with all levels, increased concern for fellow employees, reduced absenteeism and complaints, and if all of this is implemented properly. Good, then employee performance will increase. In addition to organizational culture, leadership is also an

important component in the company [10], [11], culture is related to the environment [12], and culture is also a key factor in the success of a project [13]. A study by Pawirosumarto [14] finds that leadership, work culture, and work environment affect a company's performance. It has an important role in the sustainability of the organization.

## 2 Literature Review

Organizational culture according to Odor [15] is a system of shared meaning held by members and this differs from one organization to another. According to Tuan [16], organizational culture has 4 measurement dimensions, namely: Involvement, Consistency, Adaptability, and Mission. In this study, leadership is defined as a process of influencing others to do or not do something that a leader wants. There are 4 dimensions in leadership, based on Sadeghi and Pihie [17], they are Idealized Influence, Inspirational motivation, Intellectual stimulation, and Individualized consideration. Motivation according to Setiyani et al. [8] is something that moves or encourages a person or group of people to do or not do something. In this study, motivation has 3 measurement dimensions Virgiawan et al. [9], namely: Achievement motivation, Affiliation Motivation, and Motivation for Power. This study states that the description of the achievement level from the implementation of an activity program or policy in realizing the goals, objectives, vision, and mission of the organization as outlined through the strategic planning of an organization, is called performance. There are 3 measurement dimensions used to measure performance in this study, according to Riyanto et al. [11] they include: Managerial / Work behavior, Attitude, and Work Results.

In several previous studies, it can be seen that there is a diversity of results regarding the influence of organizational culture, leadership, and work motivation, but on the other hand, there are also many previous studies that prove the influence of organizational culture and leadership on work motivation, as in Study of Virgiawan et al. [9] stated that motivation Employee work has a significant influence on employee performance, in addition to work discipline and compensation provided by the company. It shows that the indirect influence of organizational culture and leadership on employee performance can be mediated by motivation Mariati and Mauludin

[18] who proved that motivation is a variable intervening that mediates the influence of organizational culture on performance, as well as previous research conducted by Virgiawan et al. [9]. Priarso et al. [19] found that the indirect influence of leadership on performance can be mediated by motivation. Fitriasaki and Mauludin [20] examined the influence of leadership on employee performance through organizational culture and work motivation. The research findings prove that; 1) leadership does not directly affect employee performance, 2) leadership has a positive effect on organizational culture, 3) leadership has a positive effect on work motivation 4) leadership has a positive effect on performance through organizational culture 5) leadership has a positive effect on performance through work motivation. Based on these studies, it can be made a framework for thinking about the relationship between variables, namely organizational culture, and leadership as independent variables, while motivation acts as a variable *intervening* and performance as the dependent variable, thus the relationship between variables is described in figure 1. The research model framework presented above shows the hypotheses proposed in this study, it is including:

- H1: The positive influence of organizational culture is on work motivation
- H2: The positive influence of leadership is on work motivation
- H3: The positive influence of organizational culture is on employee performance
- H4: The positive influence of leadership is on employee performance
- H5: The positive influence of work motivation is on employee performance
- H6: The influence of organizational culture on employee performance can be mediated by motivation
- H7: The influence of leadership on employee performance can be mediated by motivation

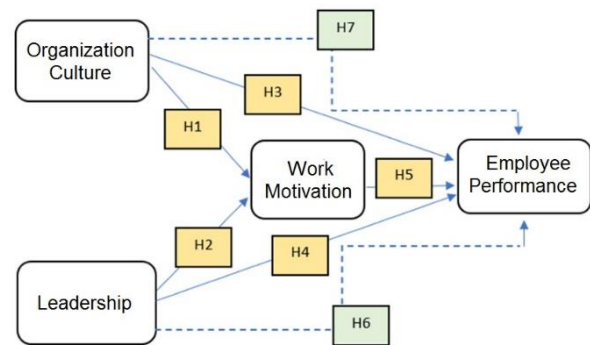


Fig. 1: Model Framework

### 3 Methods

In this study, the author uses a quantitative design with a method *explanatory survey*. Based on the research design in question, an analysis of the research hypothesis was carried out through the relevant statistical analysis techniques (quantitative). The choice of the explanatory survey method is to try to explain the causal relationship (cause and reciprocity) and it is also used to test the effect of the independent variable (X) on the dependent variable (Y) [21]. 665 employees from "ABC" University become the population of this study. The Slovin formula is used in determining the number of research samples. So that the number of samples obtained is 87 respondents from the total population of 665 employees. The results of distributing questionnaires are used as data in this study. A Likert scale of 1-5 is used in this questionnaire, where the gradations of the answers include: 1=strongly disagree (STS); 2=Disagree (TS); 3=Doubtful (RR); 4=Agree (S); and 5=Strongly Agree (SS). There are several stages of analysis to process the data in this study, it is including (1) descriptive analysis of the characteristics of the respondents; (2) Descriptive Analysis of Research Variables, and (3) Partial Least Square (PLS) Analysis. SPSS program helps in conducting descriptive analysis of respondents' characteristics and descriptive analysis of research variables. Meanwhile, the SmartPLS version 3 program is used to help PLS analysis.

### 4 Results

Hypothesis testing in this study came from the results of research data which were analyzed using descriptive analysis of respondents' characteristics, descriptive analysis of research variables, and PLS analysis. This research ultimately involved 87 respondents; all

respondents were employees of the "ABC" university. Based on gender, age, education, and years of service of the respondents, male employees dominate the respondents in this study. That is 70.1%, with ages between 30-35 years around 41.4%, 59.8% is undergraduate education and has worked at the "ABC" university for 5-10 years, it is 41.4%.

#### 4.1 Outer Model PLS

Convergent Validity, Discriminant Validity, and Composite Reliability testing is a stage of measurement model testing. Table 1 presented the results of the test outer PLS model, wherefrom the table is shown that all indicators on the PLS model have loading factor  $> 0.7$  and AVE  $> 0.5$  owned by all constructs. So, from the description above the PLS model can fulfill the criteria for convergent validity. Furthermore, in the discriminant validity test in Table 2, all constructs proved to have met the required discriminant validity criteria such as the square root value of the AVE of all constructs having exceeded the correlation between the constructs and other constructs, as well as the HTMT value of the constructs which did not exceed 0.9 which means that the discriminant validity has been met in each construct. Based on the data presented in Table 1, which presents the results of the composite test, it can be concluded that the criteria for composite reliability have been met by all constructs, it is by the requirements, it is as indicated by Cronbach's alpha value  $> 0.7$  and composite reliability  $> 0.7$ .

#### 4.2 Testing Inner Model PLS

The test inner model includes an assessment of the goodness of fit structural model, an assessment of the path coefficient, significance test has a partial effect of exogenous variables on endogenous variables, and calculation of the coefficient of determination. The test results at this stage will be used to test the hypothesis in this study.

#### 4.3 Goodness of Fit PLS Model

R Square value, Q Square value, and SRMR value can be used to assess the Goodness Assessment of the PLS model. There are three criteria for assessing the value of *R Square*, they are weak, moderate, and good. According to Chin (1998), the value  $R^2$  of 0.67 indicates that the PLS model is strong, 0.33 indicates the PLS model is in the moderate category and 0.19 indicates that the PLS model is in the weak category. The *Q square value* is categorized into 3 categories, namely small, medium, and large, a value *Q square* of 0.02 is

declared small, a value *Q square* of 0.15 is moderate and a value *Q square* of 0.35 is declared large. The SRMR value is categorized into 2 categories, namely the model *perfect fit* if the  $SRMR < 0.08$ ; the model is *fit* if the SRMR is between 0.08 – 0.10 and the model is not *fit* if the SRMR is  $> 0.10$ . Good criteria are owned by the model, as Table 3 presents the result of the *goodness of fit test* because it has an *R square* endogenous in the strong and moderate categories and has a large *Q square* category and an SRMR between 0.08 - 0.10 so that the model is stated in the category *fit*.

#### 4.4 Path Coefficient Evaluation

Based on the data from the evaluation of the path coefficients presented in Table 4, it is obtained that the path coefficient of the leadership influence is on performance, it is 0.535, the path coefficient of organizational culture on performance is 0.428 and the path coefficient of motivation on performance is 0.301, this indicates that the most dominant factor influencing employee performance is superior leadership, in addition to organizational culture and employee motivation. Furthermore, on the work motivation variable, the path coefficient for the organizational culture variable on motivation is 0.208 and the path coefficient for leadership on motivation is 0.535, this shows that leadership is the most influential factor on employee motivation, in addition to organizational culture factors.

#### 4.5 Direct Effect Significance Test

Results of the direct influence significance test can be seen in Table 4. The results obtained from this test, include:

- In the path that shows the relationship between organizational culture and motivation (OC→MOT), where 0.005 is the p-value obtained with the t statistic of 2.598, then the path coefficient with a positive sign is 0.208. So, from the description above, it can be concluded that organizational culture has an influence on employee work motivation with a path p-value  $< 0.05$ , t statistic  $> 1.96$ , and a positive path coefficient.
- In the path that shows the relationship of leadership influence on motivation (LS→MOT), the p-value obtained is 0.000 with a t statistic of 7.192 and a positive path coefficient of 0.535. So, the conclusion is that leadership has a positive and significant effect on employee work motivation, with a path p-value  $< 0.05$ , t statistic  $> 1.65$ , and a positive path coefficient.
- In the path that illustrates the relationship

between an organizational culture that influences performance (OC→PERF), they have a p-value of 0.005, then the t statistic value is 2.598 and the path coefficient shows a positive value, which is 0.208. So, from exposure, the conclusion is that organizational culture influences employee performance, with <0.05 being the path p-value, while > 1.96 is the t statistic value and the path coefficient is positive.

d. In the path that shows the relationship of leadership influence on performance (LS→PERF), the p-value is 0.000, then 7.192 is the t statistic value, then the path coefficient with a positive sign is 0.535. So, from the explanation, it can be concluded that a positive and significant influence on employee performance is shown by leadership, they are with a path p-value <0.05, then >1.65 is the t statistic value, while the path coefficient is positive.

e. On the path that describes the relationship of motivation that influences performance (MOT→PERF), the p-value is 0.001, while t statistic value is 3.165 and 0.301 is the path coefficient value which is positive. So, from the explanation above, we can conclude that motivation on employee performance has a significant and positive influence. It illustrates that high work motivation of employees will lead to high employee performance.

#### 4.6 Indirect Effect Significance Testing

Table 5 shows the results of the analysis which states that the indirect effect of leadership on

performance mediated by work motivation has a p-value, it is 0.003 with a t statistic value is 2.854 and a positive path coefficient, it is 0.161. Because the p-value <0.05 and t statistic > 1.65, Ho is rejected, and it can be concluded that the influence of leadership on performance can be positively mediated by motivation, which is 2.006, while the positive path coefficient is 0.063. But Ho is rejected because the p-value is <0.05 and the t statistic is > 1.65. And from this explanation, it can be concluded that positive mediation can be carried out by motivation

#### 4.7 Coefficient of Determination

The magnitude of the contribution from all exogenous to endogenous is indicated by the value of Adjusted R<sup>2</sup>. Table 3 shows that based on the results of the analysis, the adjusted R Square value for the performance variable is 0.641. It means that 64.1% of employee performance is influenced by organizational culture, leadership, and work motivation. Then, the adjusted R Square value of work motivation contained in the work motivation variable, is 0.448. It shows that work motivation, leadership, and organizational culture affect 44.8% of the variance of employee motivation. While the remaining 11.7% of work variance is influenced by other factors, which are outside of work motivation, leadership, and organizational culture. This research shows that all hypotheses used are proven, it is by the results of PLS analysis. It is with a significance level of 5%. Completely, Table 5 presents the results of hypothesis testing.

Table 1. Convergent Validity & Reliability

Variable	Indicator	Loading Factor	AVE	Validates Convergent	Cronbach's Alpha	Composite Reliability	Reliabilities
Organizational Culture	OC1	0.858	0,8222	valid	0.978	0.981	Reliable
	OC10	0.878					
	OC11	0.892					
	OC 2	0.898					
	OC 3	0.884					
	OC 4	0.913					
	OC 5	0.927					
	OC 6	0.936					
	OC 7	0.940					
	OC 8	0.903					
Leadership	LS1	0.849	0,837	valid	0.981	0.983	Reliable
	LS 10	0.929					
	LS 11	0.926					
	LS 2	0.937					

	LS 3	0.929					
	LS 4	0.920					
	LS 5	0.927					
	LS 6	0.904					
	LS 7	0.911					
	LS 8	0.896					
	LS 9	0.934					
<b>Performance</b>	PERF1	0.923	0,897	valid	0.989	0.990	Reliable
	PERF 10	0.965					
	PERF 11	0.928					
	PERF 12	0.919					
	PERF 2	0.934					
	PERF 3	0.949					
	PERF 4	0.943					
	PERF 5	0.939					
	PERF 6	0.938					
	PERF 7	0.975					
	PERF 8	0.976					
	PERF 9	0.971					
<b>Motivation</b>	MOT1	0.915	0,859	valid	0.976	0.980	Reliable
	MOT2	0.937					
	MOT3	0.955					
	MOT4	0.955					
	MOT5	0.935					
	MOT6	0.935					
	MOT7	0.897					
	MOT8	0.885					

*Valid: loading factor > 0.7; Reliable: Cronbach's alpha > 0.7; Composite Reliability > 0.7*

Table 2. Discriminant Validity

Variable	BO	KEP	KIN	MOT
<b>OC</b>	<b>0.906</b>			
<b>LS</b>	0.646	<b>0.915</b>		
<b>PERF</b>	0.730	0.658	<b>0.947</b>	
<b>MOT</b>	0.563	0.653	0.685	<b>0.927</b>

*Valid:  $\sqrt{AVE} > r$ ;  $\sqrt{AVE} PERF = 0.897$ ;  $\sqrt{AVE} KOMP > 0,829$ ;  $\sqrt{AVE} MOT = 0,913$ ;  $\sqrt{AVE} PK = 0,914$*

Table 3. The goodness of fit Model PLS

Endogen Variable	The goodness of fit Model Parameter		
	R Square	Q Square	SRMR
<b>PERF</b>	0.654	0.579	0.069
<b>MOT</b>	0.461	0.388	

*R Square: 0.67 strong; 0.33 moderate; 0.19 weak. Q<sup>2</sup>: 0.02 small; 0.15 medium; 0,35 big. SRMR: <0.10 fit*

Table 4. Direct Effect

Path	Path Coefficient	t statistic ( O/STDEV )	p-value
• OC → PERF	0.428	5.138	0.000
• OC → -MOT	0.208	2.598	0.005
• LS → PERF	0.202	1.923	0.027
• LS → MOT	0.535	7.192	0.000
• MOT → PERF	0.301	3.165	0.001

*Significant level 5%; path coefficient is significant if p value < 0,05 dan t statistic > 1,96*

Table 5. Indirect Effect

Indirect Path	Indirect Path Coefficient	t statistic	p-value
• LS → MOT → PERF	0.161	2.854	0.002
• OC → MOT → PERF	0.063	2.006	0.023

*Significant level 5%; path coefficient is significant if p value < 0,05 dan t statistic > 1,96*

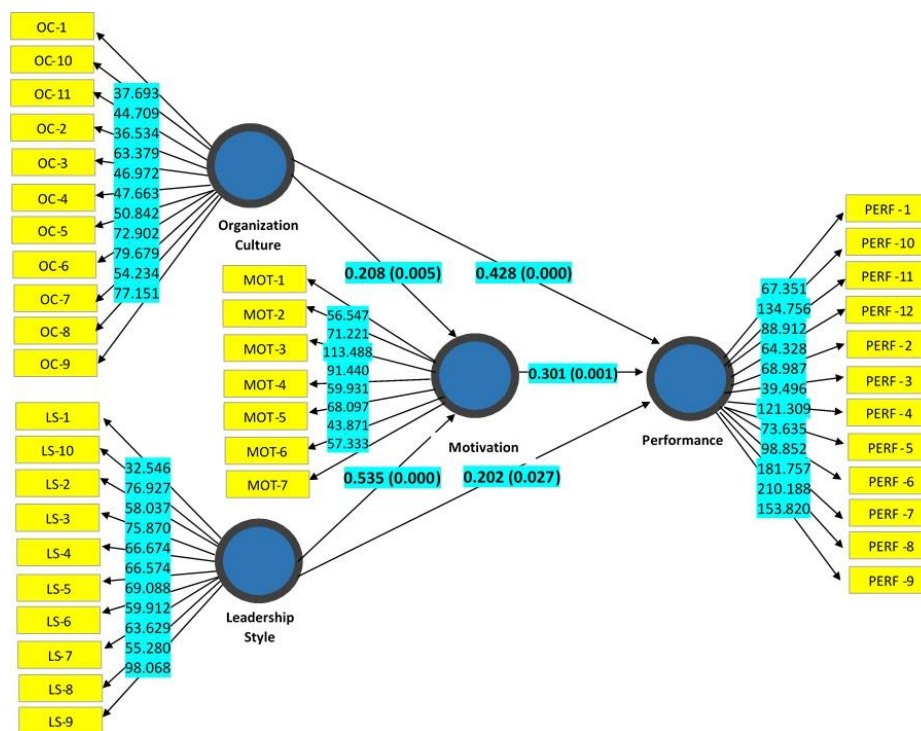


Fig. 2: Result of PLS Estimation-Bootstrapping

## 5 Conclusion

This study concludes that: (1) The positive influence is shown by organizational culture on motivation; (2) The positive influence is shown by leadership on motivation; (3) The positive effect is shown by motivation on employee performance; (4) The positive influence is shown by organizational culture on employee performance; (5) The leadership on employee performance has a positive influence; (6) The culture on this performance has an influence, which the motivation can mediate; (7) The

influence of leadership on performance mediated by motivation. For companies, based on the research results obtained that the factors that greatly influence employee performance are organizational culture and leadership, thus, to increase employee performance, the organizational culture developed in this university must be good and can increase employee motivation. For further researchers, it is hoped that they can conduct research from different models. Like, adding other variables, which did not exist in this study. It can be done in

the hope that it will affect employee performance. Examples of these variables include compensation, competence, work discipline or also job satisfaction.

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