

The Effect of Leadership Style on Employee Performance Mediated by Organizational Culture and Employee Motivation Bureau of Government and Regional Autonomy Regional Secretariat East Java Province

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Abstract. Employee performance is very large in determining organizational development so as to improve work performance and achieve organizational goals. Employee performance can be influenced by several factors. Leadership style, organizational culture and employee motivation are important in shaping employee performance. The purpose of this study was to analyze the effect of leadership style on employee performance mediated by organizational culture and employee motivation in the Bureau of Government and Regional Autonomy Regional Secretariat of East Java Province. This research is a causal research. The approach used is a quantitative method. The population in this study were all employees of the Bureau of Government and Regional Autonomy Regional Secretariat of East Java Province, totaling 75. The sampling technique used was saturated sampling technique, so the number of samples in this study were 75 respondents. Data collection techniques in this study were carried out by distributing questionnaires. The analysis technique in this study uses *Partial Least Square* (PLS). The results of this study indicate that: (1) Leadership style has a significant effect on organizational culture in the Bureau of Government and Regional Autonomy Regional Secretariat of East Java Province; (2) Leadership style has a significant effect on employee motivation at the Bureau of Government and Regional Autonomy Regional Secretariat of East Java Province; (3) Leadership style has a significant effect on employee performance at the Bureau of Government and Regional Autonomy of Regional Secretariat of East Java Province; (4) Organizational culture has a significant effect on employee performance at the Bureau of Government and Regional Autonomy of Regional Secretariat of East Java Province; (5) Employee motivation has a significant effect on employee performance at the Bureau of Government and Regional Autonomy Regional Secretariat of East Java Province.

Keywords: Leadership Style; Organizational Culture; Employee Motivation Employee Performance

I. INTRODUCTION

The function of the government is to provide excellent service to its citizens. In this era of regional autonomy, there have been many paradigm shifts, situations and conditions in governance, development and community services. The current condition of society has developed very dynamically, and people's awareness of their rights and obligations as citizens has also increased. People are increasingly daring to put forward their demands and aspirations to the government.

The leadership style of a leader or manager in directing and mobilizing his subordinates to achieve the planned goals is important in an organization. Employees who between performance and work discipline do not feel that the leader in carrying out his leadership duties can always pay attention to aspirations and can also manage tasks that must be considered properly, will be able to cause a feeling of pleasure in employees towards the leader. Therefore, the leadership style of a leader is also important in improving the performance of existing employees.

Organizational culture can be the basis of adaptation and the key to organizational success, so much research has been conducted to identify values or behavioral norms that can make a major contribution to organizational success. However, relatively few have tried to link organizational culture with important human resource variables, especially employee performance (Wulandari, 2016:116).

Apart from organizational culture factors that influence employee performance, there are leadership style factors. Leadership describes the relationship between the leader (leader) and those who are led (follower) and how a leader directs followers will determine the extent to which followers achieve the goals or expectations of the leader (Wulandari, 2016:117).

Employee performance is very large in determining organizational development so as to improve work performance and achieve organizational goals. Leadership can be carried out well if a leader has the competence of leadership emotional intelligence. In addition, motivation can be interpreted as an individual's encouragement to take action

because he wants to do it. If the individual is motivated, the individual will make a positive choice to do something because it can satisfy his desires (Rivai and Sagala, inSanyang, 2019:72).

Leadership style is a way that is owned by a leader who shows an attitude that is a certain characteristic to influence his employees in achieving organizational goals (Mulyadi, 2015: 150).

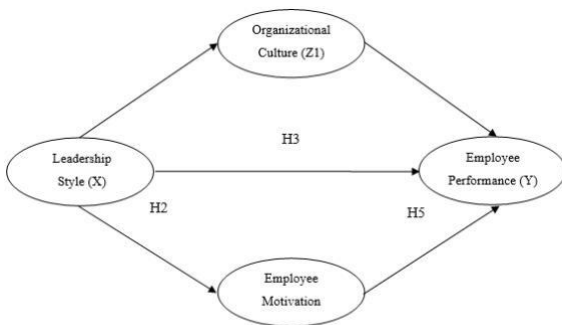
According to Robbins in Tika (2014: 6) states that organizational culture is a set of value systems that are recognized and created by all its members that distinguish one company from another.

According to Mangkunegara (2017: 94) work motivation is a condition that influences arousing, directing, and maintaining behavior related to the work environment. Motivation is one of the factors that can affect the high or low performance of an employee.

The word performance or achievement comes from the word "performance" which means: achievement, performance, execution of tasks. Handoko (2016: 34) explains the notion of employee performance as the ultimate measure of an employee's success in carrying out his work.

This study aims to (1) analyze the influence of leadership style on the organizational culture of the employees of the Government Bureau and Regional Autonomy of Regional Secretariat of East Java Province; (2) to analyze the effect of leadership style on the motivation of the employees of the Bureau of Government and Regional Autonomy of Regional Secretariat of East Java Province; (3) to analyze the effect of leadership style on the performance of the employees of the Bureau of Government and Regional Autonomy of Regional Secretariat of East Java Province; (4) to analyze the effect of organizational culture on the performance of the employees of the Bureau of Government and Regional Autonomy of Regional Secretariat of East Java Province; (5) analyze the effect of employee motivation on the performance of the employees of the Bureau of Government and Regional Autonomy Regional Secretariat of East Java Province;

CONCEPTUAL FRAMEWORK



Picture 1
conceptual framework

Hypothesis

Based on the formulation of the problem, research objectives, research benefits, research background, and literature review as previously described, the research hypothesis is as follows:

- H1 :Style Leadership has a significant influence on the Organizational Culture of the Government Bureau and Regional Autonomy Regional Secretariat of East Java Province
- H2 :Style Leadership has a significant effect on Employee Motivation in the Bureau of Government and Regional Autonomy Regional Secretariat of East Java Province
- H3 :Style Leadership has a significant effect on the Employee Performance of the Government Bureau and Regional Autonomy Regional Secretariat of East Java Province
- H4 :Culture The organization has a significant effect on the Employee Performance of the Government Bureau and the Regional Autonomy Regional Secretariat of East Java Province
- H5 :Motivation employees have a significant effect on the Employee Performance of the Bureau of Government and Regional Autonomy Regional Secretariat of East Java Province

II. RESEARCH METHODS

This research includes causal-comparative research. The approach used is a quantitative method. Identification of variables in this study is divided into three, namely independent variables, mediating variables and dependent variables, as follows: (1)Free Variables□Leadership Style (X); (2)Mediation Variables □Organizational Culture (Z1) and Work Motivation (Z2); (3) Bound Variable□Employee Performance (Y).

The operational definition of a variable is a definition given to a particular variable because it has different meanings and connotations in different cultures (Sekaran and Bougie, 2017:25). The following will describe the operational definition of each research variable as follows:

Leadership Style (X).-Leadership style is a way that leaders use in interacting with their subordinates. Leadership style in this study is measured through several indicators that refer to (Kartono, 2015:93), namely: (a)Decision Making Ability (X.1); (b) Motivating Ability (X.2); (c) Communication Skills (X.3); (d) Ability to Control Subordinates (X.4); (e) Responsibilities (X.5); (f) Ability to Control Emotional (X.6).

Organizational Culture (Z1).Organizational culture is a set of value systems that are recognized and created by all its members that differentiate one company from another. Organizational culture in this study is measured through several indicators that refer to Robbins and Coulter (2010:63), namely: a) Innovation and Risk-taking(Z1.1); b) Attention to Details (Z1.2); c) Outcomes Orientation (Results Oriented) (Z1.3); d) People Orientation (Human Oriented) (Z1.4); e) Team Orientation

(Team oriented) (Z1.5); f) aggressiveness (Z1.6); g) Stability (Z1.7).

Work Motivation (Z2). Work motivation is a factor that encourages a person to carry out a certain activity, therefore motivation is often interpreted as a driving factor for one's behavior. Work motivation in this study is measured through several indicators that refer to McClelland's theory Robbins and Judge (2015:49) namely: (a) The need for achievement (Z2.1); (b) The need for power (Z2.2); (c) The need for affiliation (Z2.3).

Employee Performance (Y). Performance is a measure of the results of a work unit activity in a certain period in order to assess its ability, in this case it is more towards work. Employee performance in this study is measured through several indicators that refer to Bernardin and Russell in Sulistiyani (2011:11), namely: a. Quality (Employee Work Quality) (Y.1); b. Quantity (Employee Work Quantity) (Y.2); c. Timeliness (Employee Work Speed) (Y.3); d. Cost Effectiveness (Employee Work Effectiveness) (Y.4); e. Need for supervision (Work Independence) (Y.5); f. Interpersonal Impact (Work comfortability) (Y. 6).

The sample population in this study were 75 employees of the Bureau of Government and Regional Autonomy Regional Secretariat of East Java Province, Indonesia which included Bureau Heads, 2 (two) Structural Officers, 10 (ten) Functional Officers, 48 (forty eight) staff and 14 (fourteen) PTT/Contract worker. In this study the sampling technique taken was saturated sampling technique.

Type and source Primary data obtained from the results of filling out the questionnaire by employee of the Bureau of Government and Regional Autonomy Regional Secretariat of East Java Province, which means type of explanatory research with a quantitative method approach.

The analytical technique chosen to analyze the data and test the hypotheses in this study is The Structural Equation Model (SEM). To answer the hypothesis used Partial Least Square (PLS).

III. RESEARCH RESULTS AND DISCUSSION

Research result

Analysis Partial Least Square (PLS) Outer Model Evaluation Convergent Validity

To test the convergent validity, the outer loading value or loading factor is used. An indicator is declared to meet convergent validity in the good category if it has a loading factor value > 0.50 . The following is the outer loading value of each indicator on the research variables:

Table 1
Validity Test (Convergent Validity)

Variable	Items	original sample estimate	P-Values	Information
Leadership Style (X)	X.1	0.547	0.000	Valid
	X.2	0.555	0.000	Valid
	X.3	0.896	0.000	Valid
	X.4	0.865	0.000	Valid
	X.5	0.752	0.000	Valid
	X.6	0.702	0.000	Valid
Organizational Culture (Z1)	Z1.1	0.707	0.000	Valid
	Z1.2	0.600	0.000	Valid
	Z1.3	0.794	0.000	Valid
	Z1.4	0.817	0.000	Valid
	Z1.5	0.703	0.000	Valid
	Z1.6	0.826	0.000	Valid
Work Motivation (Z2)	Z1.7	0.588	0.000	Valid
	Z2.1	0.753	0.000	Valid
	Z2.2	0.704	0.000	Valid
Employee Performance (Y)	Z2.3	0.871	0.000	Valid
	Y.1	0.798	0.000	Valid
	Y.2	0.636	0.000	Valid
	Y.3	0.623	0.000	Valid
	Y.4	0.751	0.000	Valid
	Y.5	0.762	0.000	Valid
	Y.6	0.855	0.000	Valid

Source: Appendix 6, processed by researchers

Based on the convergent validity test shown in Table 1 above, it is known that all indicators in each declared valid as a measure of the construct so that all indicators are feasible or valid to use and can be used for further analysis, because all of them have a convergent validity value above 0.5.

Average Variance Extracted (AVE)

AVE aims to test the reliability of construct variables. AVE aims to establish that the construct variable has a good Discriminant validity value. The AVE value is declared satisfactory if > 0.5 . The results of the AVE test appear in Table 2 as follows:

Table 2
AVE value

	Average Variance Extracted (AVE)
Leadership Style (X)	0.519
Organizational Culture (Z1)	0.526
Work Motivation (Z2)	0.607
Employee Performance (Y)	0.551

Source: Appendix 6

The results of the AVE value for the indicator block that measures the construct can be stated have good value of discriminant validity because the AVE value is > 0.5 . This means that all construct variables are declared to have good discriminant validity.

Discriminant Validity

In this section, the results of the discriminant validity test will be described. Discriminant validity test aims to test the validity of the indicator block. The discriminant validity test uses the cross loading value. An indicator is declared to meet discriminant validity if the indicator's cross loading value on the variable is the largest compared to other variables.

Table 3
Cross Loadings

	Leadership Style (X1)	Work Motivation (Z2)	Organizational Culture (Z1)	Employee Performance (Y)
X1.1	0.547	0.494	0.399	0.504
X1.2	0.455	0.290	0.255	0.293
X1.3	0.896	0.406	0.649	0.640
X1.4	0.865	0.344	0.635	0.597
X1.5	0.752	0.572	0.473	0.587
X1.6	0.702	0.303	0.441	0.536
Z1.1	0.558	0.337	0.707	0.435
Z1.2	0.121	0.094	0.600	0.232
Z1.3	0.627	0.367	0.794	0.718
Z1.4	0.570	0.370	0.817	0.478
Z1.5	0.389	-0.016	0.703	0.317
Z1.6	0.560	0.202	0.826	0.592
Z1.7	0.357	0.127	0.588	0.214
Z2.1	0.473	0.753	0.328	0.504
Z2.2	0.404	0.704	0.060	0.428
Z2.3	0.445	0.871	0.352	0.671
Y.1	0.606	0.646	0.502	0.798
Y.2	0.525	0.399	0.249	0.636
Y.3	0.411	0.161	0.356	0.623
Y.4	0.583	0.501	0.642	0.751
Y.5	0.454	0.615	0.582	0.762
Y.6	0.719	0.625	0.485	0.855

Source: Appendix 6, processed by researchers

Mark cross loadings in Table 3 above it can be seen that each indicator on the research variable has the largest cross loading value on the variable it forms compared to the cross loading value on other variables. Based on the results obtained, it can be stated that the indicators used in this study have good discriminant validity in compiling their respective variables.

Composite Reliability

Composite reliability is the part that is used to test the value of the reliability of indicators on a variable. A variable can be declared to meet composite reliability if it has a composite reliability value of > 0.70. The following is the composite reliability value of each variable used in this study:

Table 4 Composite Reliability

	Composite Reliability
Leadership Style (X)	0.860
Organizational Culture (Z1)	0.884
Work Motivation (Z2)	0.821
Employee Performance (Y)	0.879

Source: Appendix 6

Based on the data presented in Table 4 above, it can be seen that the composite reliability value of all research variables is > 0.70. These results indicate that each variable meets composite reliability so that it can be concluded that all variables are adequate in measuring the latent/construct variables that are measured so that they can be used in subsequent analysis.

Cronbach Alpha

The reliability test with the composite reliability above can be strengthened by using the Cronbach alpha value. A variable can be declared reliable or meets cronbach alpha if it has a cronbach alpha value > 0.6. The following is the Cronbach alpha value of each variable:

Table 5 Cronbach Alpha

	Cronbach Alpha
Leadership Style (X)	0.799
Organizational Culture (Z1)	0.852
Work Motivation (Z2)	0.673
Employee Performance (Y)	0.837

Based on the test results in the table above, it can be seen that the Cronbach alpha value of each research variable is > 0.60. Thus these results can indicate that each research variable has met the requirements for the Cronbach alpha value, so it can be concluded that all variables have a high level of reliability.

Inner Model Test

In this study, to test the research hypothesis, Partial Least Square (PLS) analysis was used with the Smart PLS program. The following is a picture of the proposed PLS model.

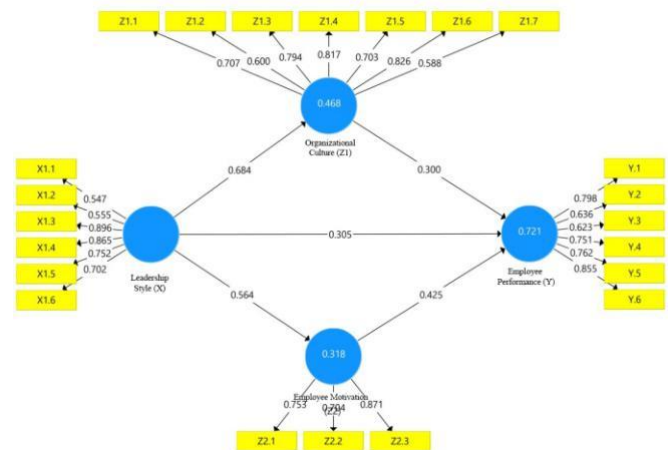


Figure 2
PLS Research Model

The results of the inner weight values in Figure 2 above show that the variables Organizational Culture and Work Motivation are both influenced by Leadership Style and Employee Performance are influenced by the variables Leadership Style, Organizational Culture and Work Motivation which are described in the structural equation below.

$$Z1 = 0.684 X$$

$$Z2 = 0.564 X$$

$$Y = 0.305 X + 0.300 Z1 + 0.425 Z2$$

Hypothesis Test

To answer the research hypothesis, the t-statistics can be seen in Table 6 below:

	Original Sample (O)	Sample Means (M)	Standard Deviation (SIDEV)	T Statistics ((O/SIDEV))
Leadership Style (X1) -> Organizational Culture (Z1)	0.684	0.714	0.072	9,481
Leadership Style (X1) -> Work Motivation (Z2)	0.564	0.575	0.118	4,793
Leadership Style (X1) -> Employee Performance (Y)	0.305	0.288	0.160	1911
Organizational Culture (Z1) -> Employee Performance (Y)	0.300	0.315	0.145	2076
Work Motivation (Z2) -> Employee Performance (Y)	0.425	0.434	0.130	3,272

Source: Appendix 6

Based on the results of hypothesis testing, the following results are obtained:

- 1) Leadership Style has a significant influence on Organizational Culture, because the T statistic is equal to 9,481 which means greater than 1.96. Thus the hypothesis "Leadership Style has a significant effect on the Organizational Culture of the Employees of the Government Bureau and Regional Autonomy of the Regional Secretariat of East Java Province ", declared accepted.
- 2) Leadership style has a significant influence on work motivation, because the statistical T value is equal to 4,793 which means greater than 1.96. Thus the hypothesis "Leadership Style has a significant effect on Employee Motivation in the Government Bureau and Regional Autonomy Regional Secretariat of East Java Province ", declared accepted.
- 3) Leadership style has no significant effect on employee performance, because the statistical T value is 1,911, which is less than 1.96. Thus the hypothesis "Leadership Style has a significant effect on Employee Performance in the Government Bureau and Regional Autonomy Regional Secretariat of East Java Province ", stated as accepted.
- 4) Organizational Culture has a significant influence on Employee Performance, because the statistical T value is equal to 2076 which means greater than 1.96. Thus the hypothesis "Organizational Culture has a significant effect on Employee Performance in the Government Bureau and Regional Autonomy Regional Secretariat of East Java Province, declared accepted.
- 5) Work motivation has a significant influence on employee performance, because the statistical T value is equal to 3,272 which means greater than 1.96. Thus the hypothesis "Employee motivation has a significant effect on the Employee Performance of the Government Bureau and Regional Autonomy Regional Secretariat of East Java Province, declared accepted.

Structural Model Testing (Inner Model)

In assessing the model with PLS begins by looking at the R-square for each dependent latent variable. Changes in the R-square value can be used to assess the effect of certain independent latent variables on the dependent latent variable whether it has a substantive effect. For endogenous latent variables in a structural model that has an R2 of 0.75 indicating that the model is "strong", an R2 of 0.50 indicates that the model is "moderate", an R2 of 0.25 indicates that the model is "weak" (Ghozali, 2016) . The PLS output is as explained below:

Table 7
R-Square Value

	R Square
Leadership Style (X)	
Organizational Culture (Z1)	0.468
Work Motivation (Z2)	0.318
Employee Performance (Y)	0.721

Source: Appendix 6

Based on the results of testing the R-square value above, it can be interpreted that the independent variable

Leadership Style that influences Organizational Culture has an R2 value of 0.468 which indicates that the model is weak. Then the Leadership Style variable in influencing Work Motivation has an R2 value of 0.318 which also indicates that the model is weak. Meanwhile, the independent variables of Leadership Style, Organizational Culture, and Work Motivation, which affect the Employee Performance variable, have an R2 value of 0.721 which indicates that the model is "strong".

The suitability of the structural model can be seen from Q2, as follows:

$$\begin{aligned}
 Q2 &= 1 - [(1 - R1)*(1 - R2)*(1 - R3)] \\
 &= 1 - [(1 - 0.468)*(1 - 0.318)*(1 - 0.721)] \\
 &= 1 - [(0.532)*(0.682)*(0.279)] \\
 &= 1 - [0.101] \\
 &= 0.899
 \end{aligned}$$

IV DISCUSSION

The Influence of Leadership Style on Organizational Culture

Based on the results of the study, it was found that Leadership style effect on organizational culture of the Bureau of Government and Regional Autonomy Regional Secretariat of East Java Province, because the statistical T value is equal to 9,481 which means greater than 1.96, which means that organizational culture can be formed with a good leadership style. This means the hypothesis that reads "Leadership Style Has a Significant Influence on Employee Organizational Culture Bureau of Government and Regional Autonomy Regional Secretariat of East Java Province", declared accepted.

Referring to the results of hypothesis testing that has been done, leadership style has an important role in influencing how culture is created in an organization. So that if the Bureau of Government and Regional Autonomy Regional Secretariat of East Java Province If you want to create a good culture in the organization, it is very important for agency leaders to be better at leading.

The results in this study are in line with the findings of research conducted by Ristian et al (2021) who found in their research that Leadership style can improve organizational culture.

The Effect of Leadership Style on Employee Motivation

Based on the results of the study, it was found that Leadership style significant effect on Motivation of Government Bureau Employees and Regional Autonomy Regional Secretariat of East Java Province, because the statistical T value is equal to 4,793 which means greater than 1.96, which means that employee motivation can be formed with a good leadership style. This means the hypothesis that reads "Leadership Style Has a Significant Influence on Employee Organizational Culture Bureau of Government and Regional Autonomy Regional Secretariat of East Java Province", declared accepted.

By looking at the results of the hypothesis that has been done, the result is that leadership style has a significant effect on employee motivation in a positive direction. This positive influence can be interpreted that the better the leadership style applied, the more it can increase employee motivation. So if the Bureau of Government and Regional Autonomy Regional Secretariat of East Java Province wants

to increase employee motivation at work, it is very important for agency leaders to improve their abilities so that they are better at applying leadership styles.

The results in this study support the findings of a study conducted by Dunan et al (2020) which proved in their research that there is a partially positive and significant influence between leadership style and work motivation.

The Effect of Leadership Style on Employee Performance

Based on the results of the study, it was found that Leadership style not significant effect on Performance of Government Bureau Employees and Regional Autonomy Regional Secretariat of East Java Province, because the statistical T value is equal to 1.911 which means less than 1.96, which means that employee performance may not necessarily be formed in the presence of a good leadership style. This means the hypothesis that reads "Leadership style has a significant effect on the performance of the Employees of the Government Bureau and Regional Autonomy of the Regional Secretariat of East Java Province", was declared not accepted.

Leadership describes the relationship between the leader (leader) and those who are led (follower) and how a leader directs followers will determine the extent to which followers achieve the goals or expectations of the leader (Muqtashid, 2016). This is in accordance with the findings in this study, where a good leadership style will increasingly be able to improve employee performance. So if the Bureau of Government and Regional Autonomy Regional Secretariat of East Java Province wants to improve the performance of each employee, then it is very important for agency leaders to be better at leading.

The results of this study are not in line with the findings of Belulu (2020) which proves that leadership can have positive and negative effects on performance. The same result was also proven by Permana (2020) who found in his research that leadership style affects employee performance.

The Effect of Organizational Culture on Employee Performance

Based on the results of the study, it was found that Organizational culture significant effect on Performance of Government Bureau Employees and Regional Autonomy Regional Secretariat of East Java Province, because the statistical T value is equal to 2.076 which means greater than 1.96, which means that employee performance can be formed with a good organizational culture. This means the hypothesis that reads "Organizational culture has a significant effect on the performance of the Employees of the Government Bureau and Regional Autonomy of the Regional Secretariat of East Java Province", declared accepted.

The results of testing the hypothesis proved that organizational culture can improve employee performance. Organizational culture can be the basis of adaptation and the key to organizational success, so much research has been conducted to identify values or behavioral norms that can make a major contribution to organizational success. However, relatively few have tried to link organizational culture with important human resource variables, especially

employee performance (Muqtashid, 2016). Thus, the Bureau of Government and Regional Autonomy Regional Secretariat of East Java Province as an agency that wants to obtain a high level of employee performance requires a good and supportive organizational culture.

The results of this study support the findings conducted by Belulu (2020), who proved in his research that organizational culture and leadership style can have positive and negative effects on performance. The findings in this study are in contrast to the findings of research conducted by Atikah and Qomariah (2020) which proves that organizational culture has no significant effect on lecturer performance.

The Effect of Employee Motivation on Employee Performance

Based on the results of the study, it was found that Employee Motivation significant effect on Performance of Government Bureau Employees and Regional Autonomy Regional Secretariat of East Java Province, because the statistical T value is equal to 3.272 which means greater than 1.96, which means that employee performance can be shaped by the existence of employee motivation. This means the hypothesis that reads "Employee motivation has a significant effect on employees of the Government Bureau and Regional Autonomy Regional Secretariat of East Java Province", declared accepted.

The findings in this study indicate that employee performance can be influenced by the level of motivation possessed by each employee. By looking at these results, it can be a reference for Bureau of Government and Regional Autonomy Regional Secretariat of East Java Province which in order to improve employee performance at work by increasing the provision of higher motivation and encouragement.

The findings in this study are in line with the findings of research conducted by Atikah and Qomariah (2020), which proves that work motivation has a significant influence on employee performance. The same results were also proven by Dunan et al (2020) where in their research it was proven that work motivation partially affects lecturer performance.

V. CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the results of the analysis obtained, the following conclusions can be drawn:

- (1) Leadership style has a significant effect on the organizational culture of the Employees of the Government Bureau and Regional Autonomy of the Regional Secretariat of East Java Province, because the statistical T value is equal to 1.9481 which means greater than 1.96;
- (2) Leadership style has a significant effect on the motivation of the Employees of the Government Bureau and Regional Autonomy of the Regional Secretariat of East Java Province, because the statistical T value is equal to 4.793 which means greater than 1.96;
- (3) Leadership style has no significant effect on the performance of the Employees of the Government Bureau and Regional Autonomy of the Regional Secretariat of East Java Province, because the

statistical T value is 1,911 which means it is smaller than 1.96;

- (4) Organizational culture has a significant effect on the performance of the Employees of the Government Bureau and Regional Autonomy of the Regional Secretariat of East Java Province, because the statistical T value is equal to 2076 which means greater than 1.96;
- (5) Employee motivation has a significant effect on the performance of the Employees of the Bureau of Government and Regional Autonomy Regional Secretariat of East Java Province, because the statistical T value is equal to 3,272 which means greater than 1.96.

Suggestion

Based on the results of the analysis and discussion carried out, the researcher provides several suggestions that can contribute to increasing buyer satisfaction and for further research. The suggestions are as follows: 1) Leaders are expected The Bureau of Government and Regional Autonomy of the Regional Secretariat of East Java Province can pay more attention to its ability to encourage employees to convey ideas and thoughts so that it will generate high motivation and have an impact on increasing employee performance; 2) It is hoped that future research that wants to research the same topic will be able to use other variables that can affect the level of employee performance so that they can develop the research results that have been obtained in this study.

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