

The Influence of Leadership and Organizational Culture In Improving Employee Performance In The Department Of Food Security, Agriculture And Fisheries Of Bekasi City With Work Motivation As A Mediation Variable

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Abstract

This study aims to analyze the influence of leadership and organizational culture on work motivation; the influence of leadership and organizational culture on employee performance; the influence of work motivation on employee performance; the influence of leadership and organizational culture on employee performance through work motivation. The study was conducted on employees of the Food Security, Agriculture and Fisheries Service of Bekasi City with a research sample of 50 respondents. The sampling technique used random sampling technique. The data analysis method used descriptive analysis and path analysis. The results of the study showed that: there is an influence of leadership and organizational culture on employee work motivation; there is an influence of leadership and organizational culture on employee performance; there is an influence of work motivation on employee performance; there is an influence of leadership and organizational culture on employee performance through work motivation at the Food Security, Agriculture and Fisheries Service of Bekasi City.

Keywords: Leadership, Organizational Culture, Motivation, Employee Performance

INTRODUCTION

Performance is a very important issue in every organization. Performance is generally defined as a person's success in carrying out a job. Employee performance is the work results achieved by a person in carrying out a task. Employees can work well if they have high performance so that they can produce good work. A person's performance is not related to the competence they have because there are self-factors and work environment that affect performance. Motivation as a goal or driver, with the actual goal being the main driving force for a person in trying to get or achieve what they want, either positively or negatively. The quality of the leader is also considered the most important factor in the success or failure of an organization's performance. Leaders provide guidance to employees so that they can create satisfaction and work commitment, so that they can improve high performance.

The Bekasi City Food, Agriculture and Fisheries Security Service is positioned as an element of administrative government and provides support to the community in the form of services. The Head of the Bekasi City Food, Agriculture and Fisheries Security Service as the leader is tasked with organizing secretarial and financial administration, supporting the implementation of employee duties and functions. The problematic phenomenon that occurs in the Food Security, Agriculture and Fisheries Service of Bekasi City is that superior leadership influences employee performance, where the lack of recognition and appreciation from superiors or management for employee contributions and hard work and the differences in opportunities received by employees affect the work motivation of employees of the Food Security, Agriculture and Fisheries Service of Bekasi City. As a result, employees are less responsible in their work so that they are less effective and efficient as expected.

Another problem is that employee performance in the agency is not optimal, reflected in the results of the evaluation and year-end assessment of employees as a tool for assessing employee performance, namely employee performance targets (SKP). In the assessment, the aspects evaluated are related to the achievement of employee performance targets. The average SKP value of employees of the Bekasi City Food, Agriculture and Fisheries Security Service ranges from 80.1 - 80.3. This means that it is good with some employees needing improvement. Employees at the Bekasi City Food, Agriculture and Fisheries Security Service consist of various individuals with different backgrounds. Each employee is required to work in order to achieve organizational goals. Based on the background of the problem, the formulation of the problem in this study is as follows: 1). How to describe leadership, organizational culture, work motivation and employee performance of the Bekasi City Food, Agriculture and Fisheries Security Service?; 2). How do leadership and organizational culture influence the work motivation of employees of the Bekasi City Food, Agriculture and Fisheries Security Service?; 3). How do leadership and organizational culture influence the performance of employees of the Food Security, Agriculture and Fisheries Service of Bekasi City?; 4). How does work motivation influence the performance of employees of the Food Security, Agriculture and Fisheries Service of Bekasi City?; 5). How do leadership and organizational culture influence improving the performance of employees of the Food Security, Agriculture and Fisheries Service of Bekasi City through work motivation?

LITERATURE

Sinambela (2012) stated that employee performance is defined as the ability of employees to perform a certain skill, while according to Priansa (2016) performance is the level of employee success in completing their work. Then according to Mangkunegara (2013) the definition of performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. From the descriptions of the three experts, it can be concluded that performance is a work ability carried out by an employee, as well as carrying out the tasks and responsibilities given by the organization.

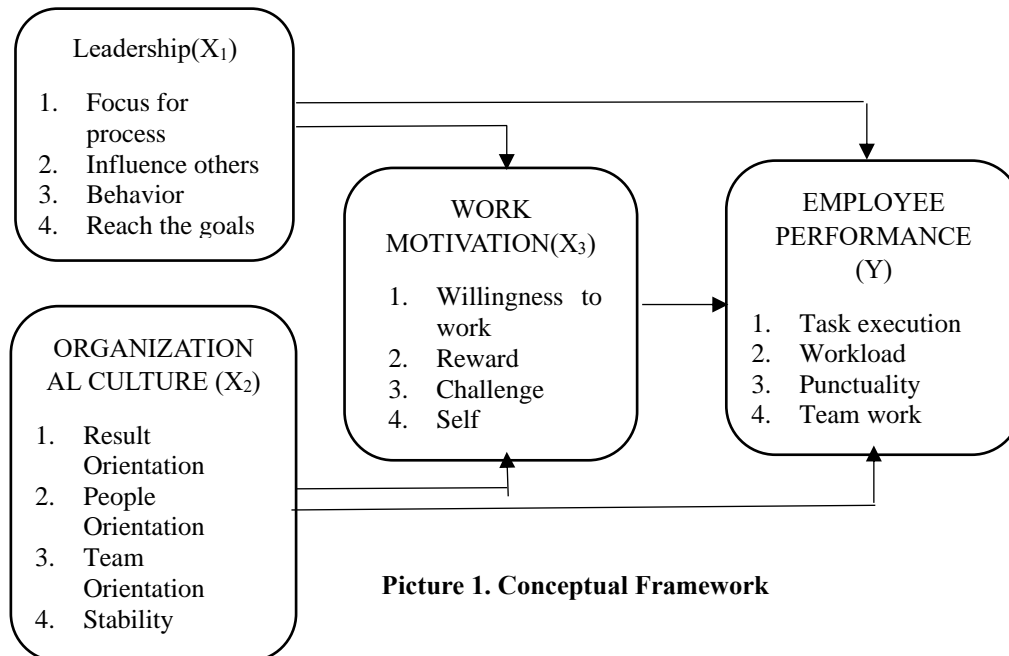
According to Wahjosumidjo (2010) leadership is translated into terms of traits, personal behavior, influence on others, patterns, interactions, cooperative relationships between roles, the position of an administrative position, and persuasiveness and perceptions from others about the legitimacy of influence. Thoha (2010) states that leadership is an activity to influence the behavior of others, or the art of influencing human behavior, both individuals and groups. Based on the definition above, it can be concluded that leadership is the ability of a leader to influence others in working together to achieve predetermined organizational goals. It is known that the success of an organization or a leader depends on several factors. Among the factors that influence the success or achievement of organizational goals is the performance of its leaders. Those who can combine leadership qualities with the power to create a strong influence on their subordinates and colleagues are seen as good leaders (Farhan & Faisal, 2021)

Robbins (2015) states that organizational culture is a system of shared meaning in an organization that determines at a higher level how employees act. Organizational culture is a system of values that are believed by all members of the organization and are learned, applied and developed continuously that function as a whole system. Organizational culture as a series of values and norms that control members of the organization interact with each other and with

suppliers, consumers and others outside the organization. Organizational culture consists of the end state that the organization seeks to achieve (terminal values) and models that drive organizational behavior (instrumental values). Ideally, instrumental values help the organization achieve terminal goals. In fact, different organizations have different cultures because they process different terminal and instrumental value settings.

Motivation is a psychological process that explains a person's behavior. Behavior is essentially an orientation towards a goal. In other words, behavior that is designed to achieve a goal. To achieve these goals requires a process of several elements such as desires to be fulfilled, behavior, goals and feedback. Motivation is a hypothetical concept for activities that are influenced by a person's perception and behavior to change an unsatisfactory or unpleasant situation (Uno, 2023). Maslow's theory is a basic theory of motivation that exists in every human being, such as employees who work to meet their food and clothing needs. After that need is met, he will move on to the second need for security such as the need to be free from termination of employment, and to obtain protection for his employment status. Then move on to the third need, namely the need for affection, in the world of work this need is obtained from colleagues or from leaders, increasing the need to be appreciated and respected, this is a leadership level need that requires power over the authority he holds as a leader, while the last need is the need for actualization.

The conceptual framework in this research is as follows



Picture 1. Conceptual Framework

METHODS

This study uses an explanatory research approach, namely "research that explains causal relationships and tests the relationship between several variables through testing or explanatory

research" (Singarimbun & Effendi, 2008). So in this study, each variable presented in the hypothesis will be observed through testing the causal relationship of the independent variable to the dependent variable. This study aims to analyze the influence between exogenous variables of leadership and organizational culture on endogenous variables, namely employee performance through intervening variables, namely motivation. This study is a survey study using a questionnaire on employees of the Bekasi City Food, Agriculture and Fisheries Security Service as many as 50 respondents. The sampling technique uses random sampling technique. The data analysis method uses descriptive analysis and path analysis.

RESULTS AND DISCUSSION

The results of descriptive analysis, leadership supports the improvement of work motivation of employees of the Bekasi City Food and Agriculture Security and Fisheries Service through indicators of focus on the process (4.47), influencing others (4.17), behavior (4.25) and achieving goals (4.02). The indicator of focus on the process (4.47) provides the greatest support in forming leadership. This shows that employees of the Bekasi City Food and Agriculture Security and Fisheries Service tend to strongly agree that employees have trust in their leaders, that leaders can make better changes for the agency so that employee performance increases through work desire, where employees of the Bekasi City Food and Agriculture Security and Fisheries Service have a strong desire to complete the work responsibilities given by their superiors. The results of descriptive analysis show that organizational culture supports the improvement of work motivation through indicators of result orientation (4.28), person orientation (4.18), team orientation (4.10) and stability (4.15). The result orientation indicator (4.28) provides the greatest support in forming organizational culture. This shows that employees of the Bekasi City Food, Agriculture and Fisheries Security Service tend to strongly agree that employees always work by emphasizing optimal results so that work motivation increases through work desire, where employees of the Bekasi City Food, Agriculture and Fisheries Security Service have a strong desire to complete the work responsibilities given by their superiors.

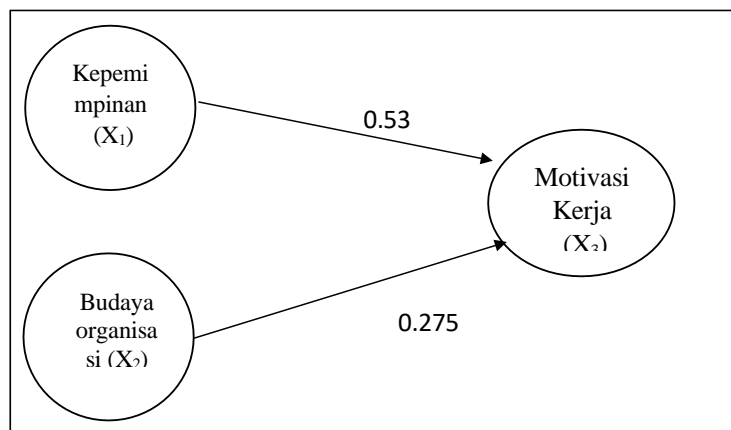


Figure 2. Analysis of the Influence Path of Leadership and Organizational Culture toward Work Motivation

Figure 2 shows that leadership and organizational culture have positive and significant values on work motivation. With coefficient values for both leadership (0.532) and organizational culture (0.275) greater than 0.05 ($p\text{-value} > 0.05$), it can be said that empirically and theoretically, leadership and organizational culture have a positive and significant effect on work motivation.

The results of descriptive analysis, leadership supports improving employee performance through indicators of focus on the process (4.47), influencing others (4.17), behavior (4.25) and achieving goals (4.02). The indicator of focus on the process (4.47) provides the greatest support in forming leadership. This shows that employees of the Bekasi City Food, Agriculture and Fisheries Security Service tend to strongly agree that employees have trust in their leaders, that leaders can make better changes for the agency so that employee performance increases through the implementation of tasks, where there is a clear schedule of activities at the Bekasi City Food, Agriculture and Fisheries Security Service. The results of descriptive analysis show that organizational culture supports improving employee performance through indicators of result orientation (4.28), people orientation (4.18), team orientation (4.10) and stability (4.15). The result orientation indicator (4.28) provides the greatest support in forming organizational culture. This shows that employees of the Bekasi City Food, Agriculture and Fisheries Security Service tend to strongly agree that employees always work by emphasizing optimal results so that employee performance increases through the implementation of tasks, where there is a clear schedule of activities at the Bekasi City Food, Agriculture and Fisheries Security Service.

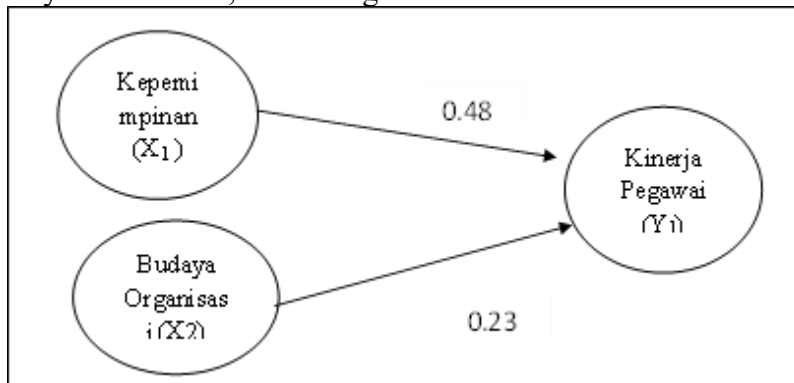


Figure 3. Path Analysis of the Influence of Leadership and Organizational Culture on Employee Performance

Figure 3. shows that leadership and organizational culture have positive and significant values on employee performance. With coefficient values for both leadership (0.484) and organizational culture (0.233) greater than 0.05 ($p\text{-value} > 0.05$), it can be said that empirically and theoretically, leadership and organizational culture have a positive and significant effect on employee performance.

The results of descriptive analysis, work motivation supports the improvement of employee performance of the Bekasi City Food Security, Agriculture and Fisheries Service through indicators of work desire (4.41), appreciation (4.19), challenges (4.27), and self-actualization (4.27). The work desire indicator (4.41) provides the greatest support in forming work motivation. This shows that employees of the Bekasi City Food Security, Agriculture and Fisheries Service tend to strongly agree that employees have a strong desire to complete the work responsibilities given by their superiors so that employee performance increases through work motivation where there is a clear activity schedule at the Bekasi City Food Security, Agriculture and Fisheries Service

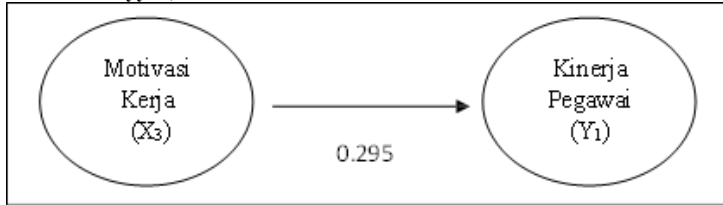


Figure 4. Analysis of Work Motivation Paths to Employee Performance

Figure 4 shows that work motivation has a positive and significant value on employee performance. With a work motivation coefficient value (0.295) greater than 0.05 (p-value > 0.05), it can be said that empirically and theoretically, work motivation has a positive and significant effect on employee performance.

Based on the results of descriptive analysis, leadership and organizational culture are supported by work motivation, resulting in high employee performance where employees have confidence in their leaders, that leaders can make better changes for the agency and always work by emphasizing optimal results supported by a strong desire to complete the work responsibilities given by superiors, resulting in a clear activity schedule.

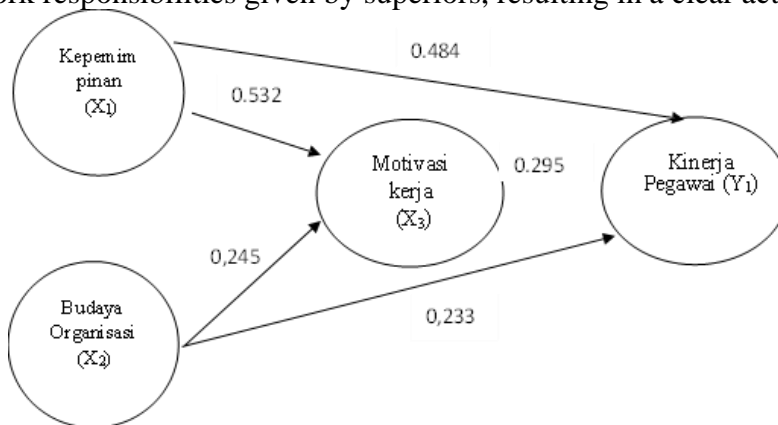


Figure 5. Path Analysis of the Influence of Leadership and Organizational Culture on Employee Performance Through Work Motivation

Figure 5 shows that leadership and organizational culture have a positive and significant influence on employee performance through work motivation. The influence of the coefficient value on the exogenous variable on work motivation and the influence of the work motivation variable on employee performance can be seen based on the coefficient of direct, indirect, and total influence. With a coefficient value greater than 0.05 (p-value > 0.05), it can be said that empirically and theoretically, leadership and organizational culture have a positive and significant influence on employee performance through work motivation. Referring to the hypothesis table, it can be seen that the magnitude of the indirect influence (0.157) is smaller than the direct influence (0.484). This can be said that the intervening variable of motivation functions on the leadership and organizational culture variables on employee performance.

CONCLUSION AND RECOMMENDATIONS

1) Based on the results of the descriptive analysis as follows:

- a. Leadership variables consist of indicators of focus on the process, influencing others, behavior and achieving goals

- b. Organizational culture variables consist of indicators of result orientation, people orientation, team orientation, and stability
- c. Work motivation variables consist of indicators of work desire, appreciation, challenges and self-actualization.
- d. Employee performance variables consist of indicators of task implementation, quantity of work, punctuality, and ability to cooperate

2) Based on the results of the path analysis as follows:

- a. Leadership and organizational culture have a positive and significant effect on work motivation.
- b. Leadership and organizational culture have a positive and significant effect on employee performance.
- c. Work motivation has a positive and significant effect on employee performance.
- d. Leadership and organizational culture have a positive and significant effect on employee performance through work motivation

Suggestion

Based on the conclusions explained above, the suggestions that can be put forward in this research are as follows:

Based on the conclusions explained above, the suggestions that can be put forward in this research are as follows:

- a. In the leadership variable, especially the indicator of achieving goals which has the lowest value for the formation of the leadership variable, it is expected that the leader communicates the goals to be achieved
- b. In the organizational culture variable, especially the team orientation indicator which has the lowest value for the formation of the organizational culture variable, it is expected that the leader provides work that is done as a team
- c. In the work motivation variable, especially the award indicator which has the lowest value for the formation of the work motivation variable, it is expected that the Food Security, Agriculture and Fisheries Service of Bekasi City will provide awards for employees who excel
- d. In the employee performance variable, especially the indicator of cooperation ability which has the lowest value for the formation of the employee performance variable, it is expected that employees of the Food Security, Agriculture and Fisheries Service of Bekasi City will work by helping other employees.

For further research, this study is expected to be able to be developed further, namely those related to leadership and organizational culture on employee performance with work motivation as a mediating variable, in order to examine other indicators that have not been studied in this study, namely: Employee performance, using indicators from PERMENPAN RB No. 6 of 2022 concerning Management of State Civil Apparatus Employee Performance

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