



**Influence of Leadership and Organizational Culture on Performance through Motivation in PT. Bank Rakyat Indonesia Tbk Branch of Bekasi**

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**Abstract**

*The purpose of this study was to analyze the effect of leadership and organizational culture on employee performance through motivation at PT. Bank Rakyat Indonesia Tbk Bekasi branch. This research uses explanatory approach analysis and descriptive analysis, which aims to determine the effect of independent and dependent variables. Population and sample in the study were all employees at PT. Bank Rakyat Indonesia Tbk Bekasi branch, as many as 53 employees. The sampling technique used in this study is the probability sampling and simple random sampling. The results showed that partially leadership and organizational culture has an influence on the performance of employees at PT. Bank Rakyat Indonesia Tbk Bekasi branch. Then the motivational analysis results provide an indirect effect on leadership and organizational culture on employee performance. This statement can be proved by the magnitude of the indirect effect of leadership and organizational culture on company performance through motivation identified as an intervening variable.*

**Keywords:** *Leadership, Organizational Culture, Motivation and Employee Performance*

**Introduction**

The role of human resource management in a company such as: increasing the effectiveness and productivity in the use of labor towards the achievement of company objectives efficiently, maintaining a proper balance between the achievement of corporate objectives with the aim of the workers themselves, as well as improving morale, morale and work discipline. So that the role of human resource management in a company can run

as expected, it would require the active role of a leader in a company. The leader has a very important role in the successful achievement of the vision and mission as well as the achievement of the company's overall performance. Where the active role of the leader can be implemented as a connector of ideas and the desire of the company and of its employees.



On the other hand, the company has some points that are packed in the form of a vision, while the other side of the employee also has a wide range of backgrounds and different motives. The two different sides must be realized through an increase in the maximum performance of the company. So as to achieve the maximum performance of the company can be obtained from the great contribution of the employee's performance or its members. From the explanation on the background has been mentioned about the importance of leaders and leadership are owned by a company in efforts to achieve overall company performance through improved performance of existing employees within a company. This condition is reinforced by the results of research Muizu (2014), which explains that the level of leadership variable,

On the other hand, factors that can affect the success of the employee in performing the tasks given is the culture of the organization. Organizational culture is one of the determinants of the performance of both individual and organizational interesting to understand. This appeal is based on the concept of organizational culture coverage, which is very broad ranging from a visible form to the intangible forms rooted in values as the basis for an unnecessary debate. The concept of organizational culture also includes the dimensions of human behavior in the conduct of external adaptation and internal integration that is perpetuated in the company. In an enterprise role, human resources play an important role in achieving the objectives that have been set. This is supported by research results Zahriyah.

## Literature Review

### Leadership

Soekarso (2010: 16) defines leadership as "Leadership in the process of Influence of understanding and agree about what needs to be done and how it can be done effectively, and the process of facilitating individual and collective Efforts to Accomplish the shared objective".

Above understanding, leadership can be defined as the process of influencing others to understand and agree on what needs to be done and how the job can be done effectively and facilitate the process of individual and group efforts to achieve the main goal.

*Gibson (2005) suggested that leadership can be measured through the following aspects:*

1. Understanding the purpose of the organization
2. Understand himself

3. Being able to diagnose
4. Adjustment
5. Ability to communicate

### Organizational Culture

Mathis and Jackson (2006: 68) revealed that organizational culture is the values and beliefs that are shared by a labor force. According to Rivai (2008: 432), "Organizational culture is how the organization learned related to the environment which is an amalgamation of assumptions, behaviors, stories, myths, ideas, metaphors, and other ideas to determine what worked in an organization.

*Dimensions of organizational culture used in this study, as follows:*

1. Innovation and risk-taking that is the extent of the employees are encouraged to always be innovative in taking risks.
2. Attention to detail, namely the extent to which employees are expected to show the precision and attention to detail job.
3. Results orientation, ie the extent to which the management focus on results rather than on the techniques and processes used to achieve those results.
4. Orientation on people, that is the extent to which management decisions take into account the impact of the results on the people in that organization.
5. Team orientation, ie the extent to which work activities are organized based on teamwork, rather than on an individual basis.
6. Aggressiveness, namely the extent to which people are aggressive and competitive rather than take it easy.
7. Stability, namely the extent of the maintenance activities of the organization pressing status quo instead of growth.

### Motivation

Robbins & Coulter (2010: 109) argues that the motivation refers to the process whereby a person is energized, directed, and continuing towards the achievement of a goal. Another understanding revealed by Siagian cited by Sedarmayanti (2013: 233) defines motivation as "the whole process of motivation to work to subordinates so that they would work with sincerity in order to achieve organizational goals efficiently and economically".

Another understanding revealed by Luthans (2006: 207) which defines motivation as a first step a person



taking action due to lack of physical and psychic, or in other words are an encouragement shown to meet certain goals.

From the definition as expressed by the experts in this research focused on the encouragement of motivation that influences a person to do something. In relation to the performance, then it means the motivation is the impulse that affects an employee's duties or responsibilities.

Uno (2009: 73) revealed that motivation can be measured through indicators below.

#### **a. Internal Motivation**

1. Responsibility for carrying out the task
2. Carry out tasks with clear targets
3. There is feedback on the results of his work.
4. Having a sense of pleasure in the work.
5. Preferably the achievement of what he was doing.

#### **b. External Motivation**

1. Always trying to make ends meet and need work.
2. Glad earned the praise of what he was doing.
3. Working with the wish to obtain the incentives.
4. Working with the expectation would like to get attention from friends and superiors.

#### **Performance Employee**

Riniwati (2011:50) states that the true foundation of a company is performance. If there is no performance, then all parts of the company will not achieve its goals. Performance evaluation is necessary as a material for a leader or manager. A record of your performance outcomes resulting from certain employees or activities performed during a specific time period. Where a person is required to play its part in implementing the company's strategy.

Bangun (2012:231) defines performance as the result of the work accomplished by employees based on the job requirements. Employees are the people who do the work to get remuneration in the form of salary and benefits from the company. Employees here are doing all the work or activities of the company's operations. So the notion of performance was the work of individual employees in a company. A company's performance is the totality of the work achieved by a company. The employee's performance and the performance of the company have a very close relationship, achieving corporate goals.

Another opinion expressed by Wibowo (2008:67) which defines performance as a process of how the work

in progress to achieve the outcomes. However, the results work it also performed. Suwanto and Donni (2011: 196) state that the performance of the performance or the performance. Performance can also be interpreted as a job performance or execution of work or the results of the performance.

Sudarmanto (2009:11) reveals the dimensions or performance indicators constitute aspects that could be used in assessing performance. Measures used as a benchmark in assessing performance. Dimension or measure of performance is necessary because many will benefit both parties. Dimension or measure which could serve as benchmarks in assessing the performance of employees is as follows:

1. Quality of work, the level of error, damage, accuracy.
2. The quantity of work, the number of jobs generated.
3. The use of time in the work, the level of absenteeism, tardiness, and effective working time/working hours lost.
4. Cooperation with others as well as co-workers at work.

#### **Research Methods**

##### **Research Design**

This research uses explanatory approach analysis and descriptive analysis, which aims to determine the effect of independent and dependent variables. Furthermore, the present invention will be described, by observation and research and describe the nature of the events being held at the time of the study and examine the causes of specific symptoms (Travers: 1978). In this study examines the influence of variables of leadership and organizational culture on employee performance, both directly and indirectly through employee motivation.

##### **Population**

Population by Umar (2008:137) is defined as a collection of elements which have certain characteristics in common and have an equal opportunity to be elected as members of the sample. The population in this study was all employees at PT. Bank Rakyat Indonesia Tbk Branch Bekasi as many as 53 employees.

##### **Samples**

Suharsimi (2009:131) defined as a partial or a representative sample of the population studied. In order to obtain a representative sample of the population, then each subject in the population attempted to have the same opportunities to be a sample. Tehnik sampling used in this study is the probability sampling and simple random



sampling. According Sugiyono (2009:66) is the probability sampling is a sampling technique to provide equal opportunities to each member of the population to be elected as members of the sample. While that is a simple random sampling is a sampling technique of using a random member of the population without regard to strata (levels) of members of the population. Total sampling as many as 53 employees.

**Data Collection Technique**

Data collection methods used in this study was a questionnaire. Questionnaires can be an open-ended question which includes the identity of the respondent and closed questions with alternative answers that respondent lived to choose one of the alternative answers. Respondents were asked to fill out the questionnaire answers by giving a check mark (√) On a scale of measurement are listed below according to the most correct perceived ratings by respondents on statements in the questionnaire.

**Test Instruments / Test Questionnaire**

**a. Validity Test**

Validity is intended to test the accuracy of an instrument to measure the concept to be measured or perform measuring function. A measuring instrument is considered valid if the instrument measure what should be measured (Sugiyono, 1999). Testing the validity of each item used item analysis that instrument in this study

conducted internal consistency of approach is to correlate the score of each item with the total score is the sum of each score items. Correlation is used Pearson's product moment correlation.

**b. Test Reliability**

Reliability test the consistency of an instrument to measure the concept to be measured or perform measuring function. The reliable instrument is the instrument when used several times to measure the same object will generate the same data (Sugiyono, 1999). In this study the reliability test performed by calculating Cronbach's Alpha of each instrument in a variable. Instruments used in the variable is said to be reliable if it has a Cronbach's alpha of more than 0.6 (Nunnally, 1978).

**Results and Discussion**

**1. Validity Test**

The test used to test the validity of each study variable, where the overall variable research contains 40 statements that are answered by 53 respondents. The criteria used in determining whether or not valid statement used in this study are as follows: = 95 percent confidence level (or probability of  $\alpha = 5\%$ ), degrees of freedom (df) =  $n - 2 = 53 - 2 = 51$ , obtained r table = 0.279. If r is bigger than r table and the value of r is positive, then the statement is said to be a valid item (Ghozali, 2006: 17). Based on the analysis that has been done, then the validity of the test results can be shown in the table below.

**Table 1. Variable Leadership Validity Test Instruments**

Variables	Statement	R arithmetic	R table	Information
<b>Leadership (X1)</b>	Question 1	0.901	0.279	Valid
	Question 2	0.858	0.279	Valid
	Question 3	0.910	0.279	Valid
	Question 4	0.951	0.279	Valid
	Question 5	0.945	0.279	Valid
	Question 6	0,959	0.279	Valid
	Question 7	0.875	0.279	Valid
	Question 8	0.890	0.279	Valid
	Question 9	0.901	0.279	Valid
	Question 10	0.930	0.279	Valid

Sources: Primary data, processed in 2017



**Table 2. Validity Test Instruments Variable Organizational Culture**

Variables	Statement	R arithmetic	R table	Information
<b>Organizational Culture (X2)</b>	Question 1	0.871	0.279	Valid
	Question 2	0.935	0.279	Valid
	Question 3	0.938	0.279	Valid
	Question 4	0.945	0.279	Valid
	Question 5	0.941	0.279	Valid
	Question 6	0.843	0.279	Valid
	Question 7	0.936	0.279	Valid
	Question 8	0.915	0.279	Valid
	Question 9	0.921	0.279	Valid
	Question 10	0.932	0.279	Valid

Sources: Primary data, processed in 2017

**Table 3. Variable Motivation Validity Test Instruments**

Variables	Statement	R arithmetic	R table	Information
<b>Motivation (X3)</b>	Question 1	0.914	0.279	Valid
	Question 2	0.941	0.279	Valid
	Question 3	0.906	0.279	Valid
	Question 4	0.911	0.279	Valid
	Question 5	0.942	0.279	Valid
	Question 6	0.916	0.279	Valid
	Question 7	0.866	0.279	Valid
	Question 8	0.931	0.279	Valid
	Question 9	0.952	0.279	Valid
	Question 10	0.955	0.279	Valid

Sources: Primary data, processed in 2017

**Table 4. Results Validity Test Instruments Variable Employee Performance**

Variables	Statement	R arithmetic	R table	Information
<b>Employee Performance (Y)</b>	Question 1	0.829	0.279	Valid
	Question 2	0.945	0.279	Valid
	Question 3	0.935	0.279	Valid
	Question 4	0.949	0.279	Valid
	Question 5	0.918	0.279	Valid
	Question 6	0.960	0.279	Valid
	Question 7	0.831	0.279	Valid
	Question 8	0.906	0.279	Valid
	Question 9	0.912	0.279	Valid
	Question 10	0.860	0.279	Valid

Sources: Primary data, processed in 2017

Based on table 1, 2, 3, 4, it can be seen that out of 40 grains question variables used variables of leadership, organizational culture, motivation, and employee performance result is valid.

**2. Test Reliability**

Reliability testing to determine the extent to which the measurement result is reliable and consistent. In the following table the test results were known that all variables have alpha above 0.6, which means that all variables in this study can be relied upon.



**Table 5. Reliability Test Results Variable Instrument Research**

variables	Cronbach Alpha ( $\alpha$ )	Information
Leadership(X1)	0.980	Reliable
Cultural Organizations (X2)	0.982	Reliable
Motivation (X3)	0.984	Reliable
Employee performance (Y)	0.979	Reliable

Sources: Primary data, processed in 2017

Based on figures Cronbach alpha reliability of the above it can be seen that all statements contained establish a reliable measure of the variable is leadership, organizational culture, motivation and performance of employees formed a reliable measure of each dimension.

**Discussion**

**1. Leadership and organizational culture influence on employee performance**

Rated R square on the influence of leadership and organizational culture the performance of employees is equal to 0.952. This value means that the variation of the variable changes in employee performance can be

explained by variations in the variable changes leadership and organizational culture amounted to 95.2% while the remaining 4.8% is influenced by other variables outside leadership and organizational culture.

F the results obtained count is equal to 41,544 compared with the F table ( $\alpha = 0.05$  DF = 2; 51), then the value of F table at 3:18. From the results of arithmetic f and f tables are obtained when compared it can be concluded that the value of f count is greater than F table. The value of leadership and influence of organizational culture on employee performance can be seen in Table 6.

**Table 6. Effect of Leadership and Organizational Culture on Employee Performance**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.976a	.952	.950	1635

a. Predictors: (Constant), organizational culture, leadership

**Table 7. Effect of Leadership and Organizational Culture on Employee Performance**

**ANOVAa**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2627.605	2	1313.802	41,544	.000b
residual	133.640	50	2,673		
Total	2761.245	52			

a. Dependent Variable: employee performance

b. Predictors: (Constant), organizational culture, leadership

Variables influence the leadership and organizational culture on employee performance can be seen from the equation:  $Y = 0,284x1 + 0,269x2$

**Table 8. Analysis of Effect of Leadership and Organizational Culture on Employee Performance**

**Coefficientsa**

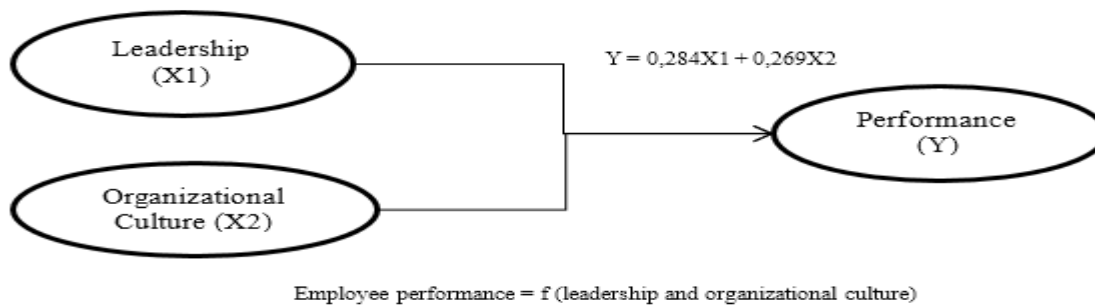
Model	Coefficients Unstandardized		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.246	1,464		6,534	.000
1 Leadership	.304	.259	.284	3,173	.000
Organizational Culture	.275	.263	.269	4,869	.000

a. Dependent Variable: employee performance



In Table 8, it can be seen that the influence of the variables of leadership and organizational culture positive influence on employee performance. Standardized value coefficients leadership a regression coefficient of leadership that gives meaning to the successful implementation of a leadership model, the performance of employees increased by 0.284. For organizational culture variable regression coefficient for 0.269. This value gives the sense that attention is paid to organizational culture one would give effect to the

employee's performance for 0.269. From the second regression coefficient values obtained can be concluded that the greatest value held by the variable of leadership compared to organizational culture. This means that the priority of the leadership in improving the performance of individual employees lies in the extent of the company through a leadership capable of implementing an effective leadership model. The research model of this equation can be seen in the model image below.



**Figure 1. Model Analysis 1**

From the analysis described in the analysis of variables influence the leadership and organizational culture on employee performance can be concluded that the hypothesis that "there are a leadership and organizational culture influences the performance of employees at PT. Bank Rakyat Indonesia Tbk Branch Bekasi "hypothesis is proven and accepted.

**2. The influence of organizational culture and leadership on motivation**

Rated R square on the influence of leadership and organizational culture on employee motivation that is equal to 0.987. This value means that the variation of the

variable changes in employee motivation can be explained by variations in change leadership and organizational culture variables by 98.7% while the remaining 1.3% is influenced by other variables outside of leadership and organizational culture.

F the results obtained count is equal to 17,111 compared with the f table (alpha = 0.05 DF = 2; 51), then the value of F table at 3:18. From the results of the arithmetic f and f tables are obtained when compared it can be concluded that the value of f count is greater than f table. The value of leadership and influence of organizational culture on employee motivation can be seen in Table 10.

**Table 9. Effect of Leadership and Organizational Culture on Motivation Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.994a	.987	.987	.821

a. Predictors: (Constant), Organizational Culture, Leadership

**Table 10. Influence of Organizational Culture and Leadership on Motivation ANOVAa**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	2595.611	2	1297.805	17,111	.000b
1 Residual	33.672	50	.673		
Total	2629.283	52			

a. Dependent Variable: Motivation

b. Predictors: (Constant), Organizational Culture, Leadership



Variables influence the leadership and organizational culture on employee motivation can be seen from the equation that  $X_3 = 0,992x_1 + 0,690x_2$

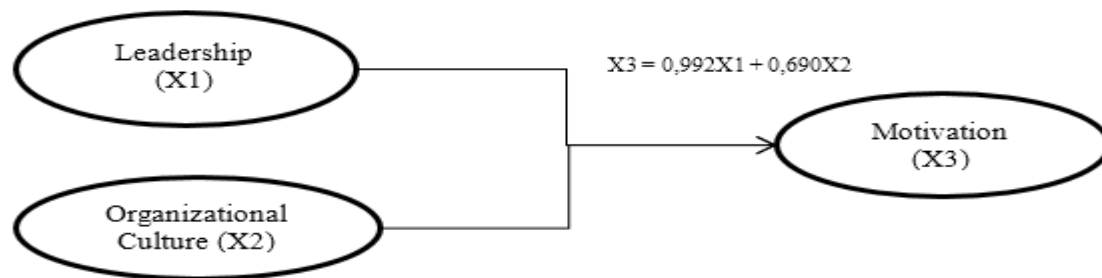
**Table 11. Analysis of Effect of Leadership and Organizational Culture on Motivation Coefficients<sup>a</sup>**

Model	Coefficients unstandardized		standardized Coefficients	t	Sig.
	B	Std. Error	beta		
(Constant)	1,998	.735		12,720	.000
1 Leadership	1,036	.130	.992	7973	.000
Organizational Culture	.690	.132	.690	16 016	.000

a. Dependent Variable: Motivation

In Table 11, it can be seen that the influence of the variables of leadership and organizational culture has a positive effect on employee motivation. Standardized value coefficients leadership a variable regression coefficients leadership which gives meaning if the company is able to increase the leadership model one employee motivation increased by 0992. For organizational culture variable regression coefficient of 0.690. This value gives the sense that he noticed one organizational culture have an impact on employee

motivation at 0.690. From the second regression coefficient values obtained can be concluded that the greatest value held by the variable of leadership compared to organizational culture. This means that the priority of the leadership in improving the performance of individual employees through the company lies in the extent of the leadership implement an effective leadership model and implementing the values on organizational culture. The research model of this equation can be seen in the model image below.



The motivation of employees = f (Leadership and Cultural Organization)

**Figure 2. Analysis Model 2**

From the analysis described in the analysis of variables influence the leadership and organizational culture on employee motivation can be concluded that the hypothesis that "there are a leadership and organizational culture influence on employee motivation at PT. Bank Rakyat Indonesia Tbk Branch Bekasi "hypothesis is proven and accepted.

**3. Influence of motivation on employee performance**

Rated R square on employee motivation variable partial effect on employee performance that is equal to 0932. This value means that the variation of the variable changes in

employee performance can be explained by variations in employee motivation variable change of 93.2% while the remaining 6.8% is influenced by other variables outside the employee's motivation.

Results obtained t arithmetic amounted to 26,387 compared with t table (alpha = 0.05 DF = 2; 51), then the value of t table of 1.675. From the result of t arithmetic and t table obtained when compared it can be concluded that the value of t is greater than t table. The value of the partial effect of motivation on employee performance can be seen in Table 13.





**Partial Table 12. Effect of Motivation on Employee Performance Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.965a	.932	.930	1,922

a. Predictors: (Constant), Motivation

The partial effect of motivation on employee performance variables can be seen from the equation is  $Y = 0,965x_3$

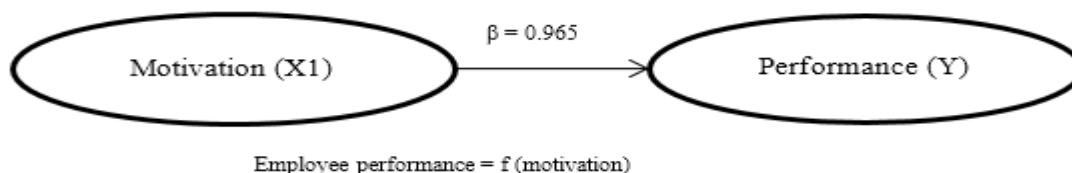
**Table 13. Analysis of Effect of Partial Motivation on Employee Performance Coefficientsa**

Model	Coefficients Unstandardized	Standardized Coefficients		t	Sig.	
		B	Std. Error			beta
1	(Constant)	1,717	1,531		16,122	.000
	Motivation	.989	.037	.965	26,387	.000

a. Dependent Variable: employee performance

In Table 13, it can be seen that in partial motivation positive influence on employee performance. Coefficients standardized value of employee motivation is the regression coefficient employee motivation variable which indicates that an increase in employee motivation one will

have an impact on employee performance improvement by 0.965. Implementation of this value is the increased the motivation of each individual employee will have an impact on employee performance improvement. In this equation, the research model can be seen in the model image below.



**Figure 3. Model Analysis 3**

From the analysis described in the analysis of partial motivation variable influence on employee performance can be concluded that the hypothesis that "there is a motivational effect on the performance of employees at PT. Bank Rakyat Indonesia Tbk Branch Bekasi" hypothesis can be proven and accepted.

**4. The indirect effect of leadership on employee performance through motivation**

From processing Data that has been done, it can be described equations that can be prepared on the variables discussed as follows.

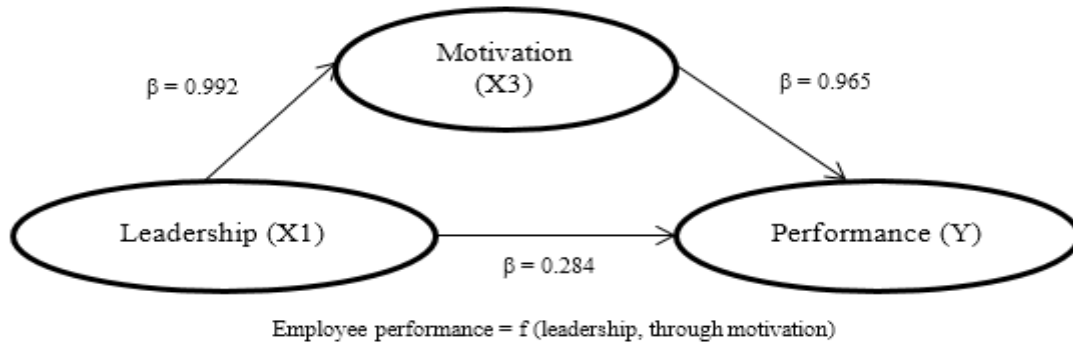
Equation 1  $y = f(x_1, x_2) = b_1x_1 + b_2x_2$

Equation 2  $y = 0,284x_1 + 0,269x_2$   
 $x_3 = f(x_1, x_2) = b_1x_1 + b_2x_2$   
 $x_3 = 0,992x_1 + 0,690x_2$

Equations 3  $y = f(x_3) = b_5x_3$   
 $y = 0,965x_3$

The direct effect which can be obtained, namely  
 $y = 0,284x_1$   
 $y = 0,269x_2$

The indirect effect of leadership on employee performance through motivation, namely:  $(0.992) (0.964) = 0.956$   
 In this equation research model can be seen in the model image below.



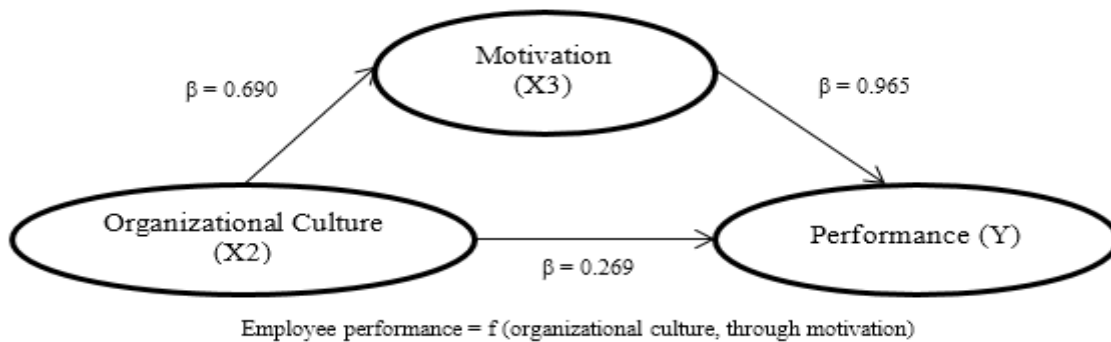
**Figure 4. Model Analysis 4**

From the influence of direct and indirect described can be explained that the magnitude of the direct effect of leadership on employee performance that is equal to 0.398, while the magnitude of the indirect effect of leadership on employee performance through motivation that is equal to 0.956 of the elaboration of the above it can be concluded that the value of the direct effect is smaller than the value effect indirectly giving meaning that employee motivation variable capable of mediating leadership on employee performance. With this value proved the hypothesis which

states that "there is the indirect effect of leadership on employee performance through motivation at PT. Bank Rakyat Indonesia Tbk Branch Bekasi "hypothesis can be proven and accepted.

**5. The indirect effect of organizational culture on employee performance through motivation**

The indirect effect of organizational culture on employee performance through motivation can be structured as follows:  $(0.690) (0.965) = 0.665$ .

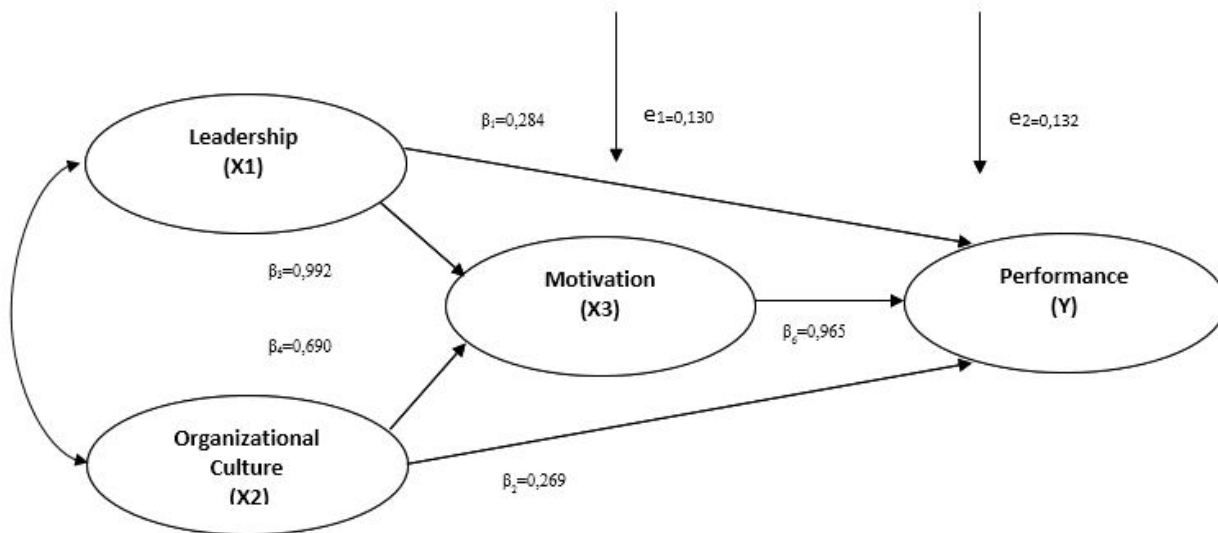


**Figure 5. Model Analysis 5**

Of direct and indirect effect described can be explained that the magnitude of the direct influence of organizational culture on employee performance that is equal to 0.269, while the amount of the indirect influence of organizational culture on employee performance through motivation that is equal to 0.665. From the explanation above it can be concluded that the value of the direct effect is smaller than the value of the indirect effect which gives the sense that the motivation capable of mediating variables of

organizational culture on employee performance. With this value proved the hypothesis which states that "there is no direct influence of organizational culture on employee performance through motivation at PT. Bank Rakyat Indonesia Tbk Branch Bekasi "is received and verified.

To see the direct and indirect influence of the equation are arranged can be seen in the picture below.



**Figure 6. Effect of Path Analysis Model of Leadership and Organizational Culture Through Motivation on Employee Performance**

**Conclusions and Recommendations**

**Conclusion**

Departing from the analysis and discussion can be concluded that partial individual independent variables of leadership, organizational culture and motivation have an influence on the performance of employees of PT. Bank Rakyat Indonesia Tbk Branch Bekasi. Then the results of the analysis of the motivation variable as an intervening variable can be proved perfectly motivation variable indirect effect on variable leadership on employee performance and organizational culture variables on employee performance. This statement can be proved by the magnitude of the indirect effect (leadership to employee performance and organizational culture on employee performance) through motivation identified as an intervening variable.

**Recommendations**

As recommendation in the form of suggestions as follows.

1. To optimize the role and function of the leader, the implementation of an effective leadership model that can be implemented on how the leadership is able to take the time to provide a wide range of experience in working and doing various sharing opinions to their

2. Companies through leadership can more actively participate in every activity or occupation, both team and individual so that the leader can be an example for employees, a motivator who always can give encouragement and advice to employees in any work carried out individually or in groups.
3. Providing motivation for employees is an activity that is not less important where the provision for employee motivation will boost employee morale, which in turn will improve the performance of each individual employee.
4. For those wishing further research raised the same variable pay more attention to the establishment of indicators of research in which the determination of the indicator can be customized to the place and object of research set. Then, on the other hand, the weakness of this study can be seen from the amount of the sample used. Where the limited number of respondents in this study may have an impact on the accuracy and validation of the data collected and analyzed.

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