

**THE EFFECT OF ORGANIZATIONAL CULTURE, WORK MOTIVATION AND
LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE IN TOURISM
DEPARTMENT OF TOURISM AND CULTURE OF CITY ADMINISTRATION OF
CENTRAL JAKARTA**

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Abstract

Human resources in institutions/agencies need to be managed professionally in order to achieve a balance between the needs of employees and the demands and capabilities of the organization/agencies. This balance is the main key for institutions/agencies, so that they can develop productively and fairly. Based on the description and explanation regarding the analysis of employee performance as the dependent variable and reviewed through the approach of organizational culture, work motivation and leadership style above, it is an independent variable. Based on the results of the validity test in this study, from 48 statement items on the questionnaire given to employees at the Central Jakarta City Administration Tourism Sub-dept., the overall research results are valid. This is evident from the value of r_{count} greater than the value of r_{table} or r_{value} critical is 0.3.

Keywords: organizational culture, work motivation, leadership style

INTRODUCTION

Organizations usually exist starting with certain goals that can only be achieved through actions that must be carried out by mutual agreement. So if the goal is to bring good to its members and society, but the characteristics of the organization are the same. This means that the organization pursues goals and objectives that can be achieved more efficiently and effectively with joint actions. This means that the organization is an indispensable tool in the organization.

Central Jakarta City Administration of Tourism and Culture Sub-Department. This office is in charge and responsible for all matters related to culture and tourism in the Central Jakarta area. Based on Regional Regulation Number 10 of 2008 concerning Regional Apparatus Organizations. This shows that without being supported by good quality of employees in carrying out their duties the success of the organization is not achieved. The contribution of employees to the organization will determine the progress or decline of the organization. The contribution of employees to the organization will be important, if effective actions are taken and behave properly. Not only the amount of effort but the direction of the direction of effort. The characteristics that exist in employees, efforts or willingness to work, as well as various things that are support from the organization are very meaningful for the success of employee performance (Suhardi Sigit, 2001). Organizations need to pay attention to what are the needs and desires of employees, so that the goals of the organization can be achieved properly.

Thus, employees will grow in employees a sense of belonging to the organization (sense of belonging) and feel that they are not only workers, but are valued for what they are entitled to. Therefore, every employee should know for sure what their responsibilities are and what kind of performance must be achieved by measuring the success themselves through the success indicators themselves. There are many things that are of concern to the management in improving employee performance, one of which is related to organizational culture and leadership style. The idea of organizational culture was first introduced by Edgar H. Schein in the 1970s. One of his writings is Organizational Culture and Leadership. Organizations consisting of various groups of individuals will give birth to a habit that will eventually form a culture in the organizational system. This culture is produced because of the influence of individual behavior and thoughts that are felt to be right by one or several organizations in the form of actions that are learned and taught to the next generation.

Organizational culture is Integrity, namely Commitment to good governance by upholding ethical standards and complying with all regulations and laws that apply to all employees. Mutual respect, namely Having the principle to always run a business with a sense of responsibility and mutual respect for colleagues, employees, the community and the environment. Collaboration, namely Collaborating with stakeholders: superiors, employees, colleagues, associations, and the community to achieve mutually beneficial common goals. Courage is having the courage to adapt flexibly in the face of all changing situations by always thinking ahead and being open to new and innovative ways. From the organizational culture it can be seen that the culture in Central Jakarta City Administration of Tourism and Culture Sub-dept. which is applied is oriented to stakeholders, it should be understood by the leadership so that it can be applied to employees and improve good coordination with employees. This can be interpreted that all related to the institution/agencies are aligned in achieving the goals that have been set. Aspects contained in organizational cultural values must be able to improve employee performance.

Organizational culture has several functions, namely setting boundaries, giving a sense of identity to members of the organization. The characteristics of the organizational culture are the values that guide employees in their work behavior. Employees are required to be more innovative, take risks, pay attention to work details and be oriented towards achieving results. The management in making decisions must pay attention to the interests of employees and

teamwork. All members of the organization are required to be dynamic in achieving growth without neglecting the need for stability at work. Organizational culture has an important role in maintaining the stability of the social system because it is able to shape employee attitudes and behavior.

Organizational culture with this also increases employees towards achieving organizational goals so that in addition to describing organizational identity, organizational culture also provides boundaries for organizational values that are different from other organizational cultures.

The formation and inculcation of organizational values is not an easy thing. It takes a long process in realizing the inculcation of values to become the prevailing organizational norms, to the stage of becoming a habit that is ingrained in every employee. Employees have a sense of belonging to the organization, pride, so that they consider their current job to be a noble thing which is not only a source of income, but also as a life goal in devoting themselves to the organization, homeland and nation.

As previously stated in the organizational context, the Central Jakarta City Administration of Tourism and Culture has also had problems with inculcating organizational values. This starts from simple things that are not carried out by employees, for example, not entering the office for no apparent reason, often leaving the office during working hours, not tidying up the work desk, until the value of lateness continues to increase.

The low motivation of employees in carrying out work that is not optimal and the competence of the position is still low and not in accordance with the educational background, causing employee performance to decrease which results in less than optimal work results. The leadership style that is still not optimal also causes employee performance to decline, leadership instructions to employees are not heeded, there are still employees who are still less than optimal and do not obey their superiors.

The role of leaders in inculcating organizational values needs to get more attention in order to be able to achieve organizational goals optimally. Through good leadership in creating predetermined organizational norms, employees will feel fairness at work and create a healthy work environment.

Leadership is also an important factor in organizational success and improves employee performance and the organization's ability to adapt to the environment. Important factors that determine employee performance and organizational ability to adapt to environmental changes according to Bass et al.(2003), Locander et al. (2002), and Yammarino et al. (1993) is leadership (leadership). Leadership describes the relationship between leaders (leaders) and those who are led (followers) and how a leader directs followers will determine the extent to which followers achieve the goals or expectations of the leader (Locander et al 2002; Yammarino et al 1993).

For agencies such as the Tourism and Culture Sub-Department, having a leader with a high role model is very necessary to raise the performance of the employees. In addition, the leadership process is the main mechanism in carrying out each task so that it is in accordance with the predetermined goals of an agency.

Employee performance which is the result of the thought and energy of an employee for the work he does, can be tangible, seen, counted in number, but in many cases the results of thought and energy cannot be counted and seen, such as ideas for solving a problem, innovation new works and services, can also be the discovery of more efficient work procedures.

Employee performance is largely determined by the style of the leader in the organization. The style of a leader in leading his subordinates has a significant impact on employee attitudes and performance. Characteristics of subordinates and related to the communication process that occurs between leaders and subordinates, this is influenced by the effectiveness of the leader. For employees to work according to the program, the role of a leader is very big.

Therefore, a leader in generating employee performance is the main thing that needs to be considered. The problem that arises is how employees are directed so that they can produce optimal performance so that organizational goals can be achieved. Many things can affect employee performance. For this reason, management in the organization must try to ensure that the factors that affect employee performance can be fulfilled to the fullest. A leader is someone who enthusiastically has the ability to influence others to achieve organizational goals. It is very likely that the organization can achieve its goals if the leader is able to carry out its functions properly. Therefore, an effective leader,

METHODOLOGY

Quantitative method can be defined as a research method based on the philosophy of positivism used to examine certain populations or samples of data collection using research instruments, data analysis is quantitative/statistical, with the aim of testing predetermined hypotheses. Sugiono (2012:8).

In this quantitative research, the type of research used is survey. Kerlinger in Sugiono (2011:7) survey research is research conducted on large and small populations, but the data studied are data from samples taken from that population, so that relative events, distributions, and relationships between sociological variables are found. as well as psychological. Data were collected through interviews and filling out questionnaires. Through this research, it is hoped that the influence of organizational culture, work motivation and leadership style on employee performance at the Central Jakarta Tourism and Culture Office will be known. The dimension in this study is the explanatory dimension. Neuman, (2006: 21-39) the explanatory dimension (explains) explains the study of the research data that will be presented and will explain the effect of the independent variable indicators on the indicators of the dependent variable. Therefore, based on the explanatory objective dimension, this study applies the explanatory dimension.

A research variable is an attribute or nature or value of a person, object or activity that has a certain variation determined by the researcher to be studied and then drawn conclusions. (Sugiono, 2011:39).

Primary data is data obtained directly from the source and collected by the researchers themselves. (Wahyuni, 2011:4). The primary data of this research were obtained by: The core data of the research, namely the data from the analysis of the questionnaire given to the Department of Tourism and Culture of Central Jakarta. Supporting data, namely data that supports research in the form of results and observations.

Secondary Data is data that has been collected by other parties, not researchers. (Yuyun Wahyuni, 2011:4). This data is in the form of books and documentary materials, reports both issued by government and non-government institutions, especially data on employee performance, organizational culture, work motivation and leadership style.

Questionnaire technique is a method of collecting primary data from respondents who have been selected as research sample. The scale used in this study is the Likers scale with gradations of answers on the Likers scale along with the scores, namely Strongly Disagree (1), Disagree (2), Disagree (3), Agree (4), and Strongly Agree (5). The questionnaire in this study is a statement made in a simple form based on a theoretical basis that is in accordance with the objectives of the researcher. The use of the questionnaire in this study is that the questionnaire is given to the respondent and then after it is filled it is immediately returned to the researcher.

Observation is a way of collecting data through the process of recording the behavior of subjects (people), objects (objects) or systematic events without any questions or communication with the individuals being studied. Observation includes all matters relating to the observation of behavioral or non-behavioral activities or conditions. Non-behavioral observations include (1) records, (2) physical conditions, and (3) physical processes. Behavioral

observations consist of (1) nonverbal, (2) language (linguistic), and (3) extra language (extralinguistic).

RESULTS AND DISCUSSION

Respondents in this study were grouped by age, namely less than 20-30 years, 31-40 years, 41-55 years. The following is an explanation of the respondent's age in tabular form:

Table 1. Age of Respondents

Age	Amount	%
20 - 30 years	12	30%
31 - 40 years old	16	40%
41 - 55 years old	12	30%
Total	40	100%

Source: 2017 data processing

From the table above, it can be seen that most of the respondents are aged 31-40 years. Respondents aged from 20 - 30 years were 12 people, respondents aged 31 - 40 years were 16 people, respondents aged 41 - 55 years were 12 people at the Central Jakarta Administration City Tourism Office.

Respondents in this study were grouped based on the latest education at the Central Jakarta City Administration of Tourism and Culture, namely; SMA, D3, S1, S2 and S3 graduates. For more details, this can be seen in the following table:

Table 2. Education of Respondents

Last education	Amount	%
SENIOR HIGH SCHOOL	6	15%
D3	8	20%
S1	13	32.5%
S2	10	25%
S3	3	7.5%
Total	40	100%

Source: Processed Data 2017

From the table above, it can be seen that the respondents in this study with the last education of high school as many as 6 people, respondents with a D3 educational background as many as 8 people, respondents with an undergraduate education background as many as 13 people, respondents with a postgraduate education background as many as 10 people, and Respondents with the latest education S3 as many as 3 people.

Respondents in this study were grouped based on their gender, namely male and female as shown in the following table:

Table 3. Gender of respondents

Gender	Amount	%
Man	25	62.5%
Woman	15	37.5%
Total	40	100%

Source: 2017 data processing

Based on the table above, it can be seen that the respondents in this study consisted of 25 men and 15 women.

Description of Research Results

The results of this study are the result of processing raw research data in the form of questionnaire data which is then translated into numbers before being analyzed. Data were obtained from respondents who were sampled from the population at the Central Jakarta City Administration of Tourism and Culture. The data was obtained by distributing questionnaires at the research location, namely at the Central Jakarta Administration City Tourism Sub-dept. which was then taken back collectively in stages. This section will explain the results of the validity of the data in the form of validity and reliability as well as the results of the analysis requirements test. In the next section, it will also explain descriptive data in the form of mean, median, mode, standard deviation, variance and presentation of data in the form of a histogram graph.

Validity and Reliability Test Results

Validity test

The validity test in this study was carried out with the help of the SPSS 23 for windows program. The results of the validity test can be seen in detail in the following table:

Table 4. Validity Test Results

Statement Items	Pearson Correlation	Statement Items	Pearson Correlation	Statement Items	Pearson Correlation	Statement Items	Pearson Correlation
Item 1	0.344	Item 13	0.326	Items 25	0.307	Item 37	0.329
Item 2	0.332	Item 14	0.325	Item 26	0.330	Items 38	0.348
Item 3	0.398	Item 15	0.308	Item 27	0.377	Item 39	0.353
Item 4	0.352	Items 16	0.347	Items 28	0.302	Items 40	0.354
Item 5	0.344	Item 17	0.397	Item 29	0.366	Item 41	0.347
Item 6	0.340	Item 18	0.372	Items 30	0.319	Items 42	0.330
Item 7	0.367	Item 19	0.317	Item 31	0.367	Item 43	0.367
Item 8	0.318	Items 20	0.305	Items 32	0.349	Items 44	0.344
Item 9	0.329	Item 21	0.353	Item 33	0.355	Items 45	0.397
Item 10	0.348	Item 22	0.320	Item 34	0.311	Items 46	0.372
Item 11	0.353	Item 23	0.347	Items 35	0.348	Items 47	0.317
Item 12	0.315	Items 24	0.435	Item 36	0.364	Items 48	0.305

Source: Statistical Data Processing 2017

Based on the results of the validity test in this study, from 48 statement items on the questionnaire given to employees at the Central Jakarta City Administration Tourism Sub-dept., the overall research results are valid. This is evident from the value of r_{count} greater than the value of r_{table} or $r_{valuecritical}$ 0.3.

Normality Test Results

The normality test aims to test whether the dependent variable and the independent variable in the regression model have a normal distribution or not. A good regression model is one that has

a normal distribution or is close to normal. If the respondent 70 then the table used is *Kolmogorov-Smirnov* and the data is said to have a normal distribution if $p < 0.05$ in the tests of normality table. Thus, to be able to determine the normality of the data, it is necessary to refer to the table. The following table tests of normality:

Table 5. Normality Test
One-Sample Kolmogorov-Smirnov Test

		Organizational culture	work motivation	Leadership Style	Employee Performance
N		40	40	40	40
Normal Parameters, b	mean	52.2500	51.7000	52.0000	52.2500
	Std. Deviation	3,72621	3,81092	3.70031	3,76046
	Absolute	,095	,119	,082	0.079
Most Extreme Differences	Positive	,095	,119	,082	0.056
	negative	-,067	-,091	-,068	-,079
Kolmogorov-Smirnov Z		,602	,750	,516	,501
asympt. Sig. (2-tailed)		,861	,627	,953	,964

- a. Test distribution is Normal.
b. Calculated from data.

From the table above, it can be seen that p or (sig) in the Kolmogorov-Smirnov table is overall more than 0.05 so that the data on the three variables are said to have a normal distribution.

Linearity Test Results

According to Sugiyono (2008:265) Linearity test is used to detect a linear relationship between X and Y variables. The basis for making decisions in the Linearity Test can be done by looking at the significance value. If the significance value is > 0.05 , then there is a significant linear relationship between the independent variables (X) with the dependent variable (Y).

Table 6. Linearity Test

			Sum of Squares	df	Mean Square	F	Sig.
Employee Performance * Organizational Culture	Between Groups	(Combined)	147,500	14	10.536	,652	,796
		linearity	9,976	1	9,976	,617	,439
		Deviation from Linearity	137.524	13	10,579	,655	,786
	Within Groups	404,000	25	16,160			
	Total	551,500	39				

Employee Performance Analysis Reviewed Through Work Motivation

			Sum of Squares	df	Mean Square	F	Sig.
Employee Performance * Work motivation	Between Groups	(Combined)	115,217	14	8,230	,472	,928
		linearity	2,288	1	2,288	,131	,720
		Deviation from Linearity	112,929	13	8,687	,498	,905
	Within Groups	436,283	25	17,451			
	Total	551,500	39				

Employee Performance Analysis Review Through Leadership Style

			Sum of Squares	df	Mean Square	F	Sig.
Employee Performance * Leadership Style	Between Groups	(Combined)	237,950	15	15,863	1,214	,326
		linearity	2,564	1	2,564	,196	,662
		Deviation from Linearity	235,386	14	16,813	1,287	,284
	Within Groups	313.550	24	13,065			
	Total	551,500	39				

Based on the table above, it can be seen that the significance value = Organizational Culture (X1) = 0.786, Work Motivation (X2) = 0.905 and Leadership Style (X3) = 0.284 greater than 0.05, which means that there is a significant linear relationship between Organizational Culture variable (X1), Work Motivation (X2) and Leadership Style (X3) with Employee Performance variable (Y).

Hypothesis testing

Based on the calculation of multiple linear regression analysis carried out through statistical analysis using the SPSS 23 for windows program, the complete results of the analysis are as follows:

Employee Performance Analysis Reviewed Through Organizational Culture at the Central Jakarta Administration City Tourism Sub-dept.

Based on the results of statistical data processing, it can be seen that the value of R square on the Organizational Culture variable (X1) is as follows:

Table 7. Summary Model of Employee Performance Analysis Seen Through Organizational Culture Variables at the Tourism Office of Central Jakarta City Administration.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.786a	.618	.612	3.70567	2.809

a. Predictors: (Constant), Organizational Culture
 b. Dependent Variable: Employee Performance

Based on the summary table above, the correlation coefficient R is 0.786 or the correlation between Organizational Culture and Employee Performance at the Central Jakarta Administration City Tourism Sub-dept., is quite high.

The coefficient of determination (R square) is 0.618, meaning that the organizational culture variable affects employee performance at the Central Jakarta Administration City Tourism Sub-dept. of 0.618 or 61.8%

Table 8. Coefficients of Employee Performance Analysis Judging Through Organizational Culture Variables at the Tourism Office of Central Jakarta City Administration.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12,973	5,116		2,536	0.014
	Organizational culture	,828	0.079	,786	10,483	,092

a. Dependent Variable: Learning Achievement

Based on the coefficient table above, a relationship regression equation can be formed, namely $Y = 12,973 + 0.828X_1$. *Dependent Variable* namely Employee Performance at the Central Jakarta Administration City Tourism Office and the Independent Variable, namely Organizational Culture.

Based on the regression model, it can be seen that kinstantaneous 12,973 which states that if the variable Organizational culture is zero, then the Employee Performance is equal to 12,973 unit. Mark Organizational Culture variable regression coefficient is 0.828 which means that every time there is an increase in Organizational Culture by one unit, there is an increase in Organizational Culture of 0.828 or 82.8%. In the table above, it shows that $t_{count} > t_{table}$

i.e. $10,483 > 1,671$ so that it is partially concluded that Organizational Culture has a positive and significant relationship to Employee Performance at the Tourism Office of Central Jakarta City Administration.

Table 9. ANOVA Employee Performance Analysis Review Through Organizational Culture Variables at the Central Jakarta Administration City Tourism Sub-dept.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1509,023	1	1509,023	109,891	0,070b
	Residual	933,777	39	13,732		
	Total	2442,800	40			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Organizational Culture

Based on the ANOVA table, the F value is 109.891, so the F test has been fulfilled or it can be said that the regression model has meaning and H_0 is rejected.

Employee Performance Analysis Reviewed Through Work Motivation at the Central Jakarta Administration City Tourism Sub-dept.

based on the results of statistical data processing, it can be seen that the value of R square in the Work Motivation variable (X_2) is as follows:

Table 10. Summary Model of Employee Performance Analysis Judging Through Work Motivation Variables at the Tourism Office of Central Jakarta City Administration.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,630a	,690	,685	3.33956	2,728

a. Predictors: (Constant), Work Motivation

b. Dependent Variable: Learning Achievement

Based on the summary table above, the correlation coefficient R is 0.630 or the correlation between Work Motivation and Employee Performance is quite high. The coefficient of determination (R square) is 0.690, meaning that the work motivation variable affects employee performance by 0.690 or (69.0 %).

Table 11. Coefficients of Employee Performance Analysis in terms of Work Motivation Variables at the Tourism Office of Central Jakarta City Administration

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13,183	4,349		3,031	,063
	Work motivation	,811	,066	,830	12,290	,114

a. Dependent Variable: Employee Performance

Based on the coefficient table above, a relationship regression equation can be formed, namely $Y = 13.183 + 0.811X_2$. Dependent Variable namely Employee Performance at the Central Jakarta Administration City Tourism Office and the Independent Variable, namely Work Motivation.

Based on the regression model, it can be seen that kconstant of 13,183 which states that if the work motivation variable is zero, then the employee performance is 13,183 units. Markvariable regression coefficient Work motivation of 0.811 which means that every time there is an increase in Work motivation by one unit then there is an increase Employee Performance of 0.811 or 81.1%.

In the table above, it shows that t count > t table is 12,290 > 1,671 so that it is partially concluded that work motivation has a positive and significant relationship with Employee Performance at the Central Jakarta Administration City Tourism Sub-dept.

Table 12. ANOVA Employee Performance Analysis Review Through Work Motivation Variables at the Central Jakarta Administration City Tourism Sub-dept.

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1684,419	1	1684,419	151,033	0.050b
Residual	758,381	39	11,153		
Total	2442,800	40			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Motivation

Based on the ANOVA table, the F value of 151,033 is obtained, so the F test has been fulfilled or it can be said that the regression model has meaning and H0 is rejected.

Employee Performance Analysis Reviewed Through Leadership Style at the Tourism Office of Central Jakarta City Administration.

Based on the results of statistical data processing, it can be seen that the value of R square in the Leadership Style (X3) variable is as follows:

Table 13. Summary Model of Employee Performance Analysis Seen Through Leadership Style Variables at the Tourism Office of Central Jakarta City Administration

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,668a	,615	,602	3.80075	1,991

a. Predictors: (Constant), Leadership Style

b. Dependent Variable: Employee Performance

Based on the summary table above, the correlation coefficient R is 0.668 or the correlation between Leadership Style and Employee Performance is quite high. The coefficient of determination (R square) of 0.615 means that the Leadership Style variable affects employee performance by 0.615 or (61.5 %). At the Central Jakarta Administration City Tourism Sub-dept.

Table 14. Coefficients of Employee Performance Analysis in terms of Work Motivation Variables at the Tourism Office of Central Jakarta City Administration

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	15,853	8,574		6.514	,000
Leadership Style	,369	,164	,168	11,421	,676

a. Dependent Variable: Employee Performance

Based on the coefficient table above, a relationship regression equation can be formed, namely $Y = 15,853 + 0.369X3$. Dependent Variable namely Employee Performance at the Central Jakarta Administration City Tourism Office and the Independent Variable, namely Leadership Style.

Based on the regression model, it can be seen that kconstant of 15,853 which states that if the Leadership Style variable is zero, then the Employee Performance is 15,853 units.

Markvariable regression coefficientLeadership Styleof 0.369 which means that every time there is an increase inLeadership Styleby one unit then there is an increaseEmployee Performanceby 0.369 or 36.9%.

In the table above, it shows that $t_{\text{arithmetic}} > t_{\text{table}}$ is $11.421 > 1.671$, so it is concluded partiallyLeadership Stylehas a positive and significant relationship withEmployee Performanceat the Central Jakarta Administration City Tourism Sub-dept.

Table 15. ANOVA Employee Performance Analysis Review Through Work Motivation Variables at the Central Jakarta Administration City Tourism Sub-dept.

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2,564	1	2,564	,177	,676b
Residual	548,936	38	14,446		
Total	551,500	39			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Leadership Style

Based on the ANOVA table, the F value of 151,033 is obtained, so the F test has been fulfilled or it can be said that the regression model has meaning and H_0 is rejected.

Employee Performance Analysis Reviewed Through Organizational Culture, Work Motivation and Leadership Style at the Tourism Office of the City of Central Jakarta Administration

Based on the results of statistical data processing, it can be seen that the value of R square in the Variavel of Organizational Culture (X1) Work Motivation (X2) and Leadership Style (X3) on the Employee Performance Variable (Y) at the Central Jakarta City Administration Tourism Sub-dept is as follows:

Table 16. Summary Model of Employee Performance Analysis in terms of Organizational Culture, Work Motivation and Leadership Style Variables at the Tourism Office of Central Jakarta City Administration.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,739a	,704	,696	3.28239	2,821

a. Predictors: (Constant), Organizational Culture, Work Motivation, Leadership Style

b. Dependent Variable: Employee Performance

Based on the summary table above, the correlation coefficient R is 0.739 or the correlation between Organizational Culture, Work Motivation and Leadership Style with Employee Performance is high. The coefficient of determination (R square) of 0.704 means that the variables of Organizational Culture, Work Motivation and Leadership Style together affect employee performance by 0.704 or 70.4%.

Table 17. Coefficients Analysis of Employee Performance in terms of Organizational Culture, Work Motivation and Leadership Style Variables at the Tourism Office of Central Jakarta City Administration.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	16,567	10,387		5,446	0.060		
1 Organizational culture	,163	,191	,161	,852	,400	,742	1.348
Work motivation	,212	,213	,214	,992	,328	,568	1,761
Leadership Style	,130	,229	,128	,567	,574	,522	1,916

a. Dependent Variable: Employee Performance

Based on the coefficient table above, a relationship regression equation can be formed, namely $Y = 16.567 + 0.163X_1 + 0.212X_2 + 0.130 X_3$. Dependent Variablenamely Employee

Performance and Independent Variables namely Organizational Culture, Work Motivation and Leadership Style.

Based on the regression model, it can be seen that kconstant of 16.567 which states that if the variable Organizational Culture, Work Motivation and Leadership Style is zero, then the Employee Performance is 16,567 units. Mark Organizational Culture variable regression coefficient is 0.163, Work Motivation is 0.212 and Leadership Style is 0.130 which means that every time there is an increase in Organizational Culture, Work Motivation and Leadership Style by one unit, there is an increase in Organizational Culture of 0.0163 (16.3%), Motivation Work of 0.212 (21.2%) and Leadership Style of 0.130 (13.0%) on Employee Performance at the Tourism Office of Central Jakarta City Administration.

Table 18. ANOVA Employee Performance Analysis Reviewed through the Variables of Organizational Culture, Work Motivation and Leadership Style at the Tourism Office of the Central Jakarta City Administration.

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1720.935	3	860,467	79,864	0.0125b
Residual	721,865	34	10,774		
Total	2442,800	37			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Organizational Culture, Work Motivation, Leadership Style

Based on the ANOVA table, the F value is 79.864, which means F count > F table is 79.864 > 3.11 so it can be concluded that Organizational Culture, Work Motivation and Leadership Style together have a positive and significant effect on Employee Performance at the Tourism Office of the City Administration Central Jakarta.

DISCUSSION

In testing the hypothesis based on the results of the analysis that simultaneously there is a relationship between employee performance and is influenced by organizational culture, work motivation and leadership style in a positive and significant way at the Central Jakarta Administration City Tourism Office, partially organizational culture, work motivation and leadership style also have a significant effect. positive and significant on employee performance. It can be concluded that the higher the organizational culture, work motivation and leadership style, the higher the performance of employees at the Central Jakarta City Administration Tourism Sub-dept. In line with the opinion of experts, according to Mangkunegara (2002:67) in Pasolong (2010:176) performance is the result of work in quality and quantity achieved by a person in carrying out his functions in accordance with the responsibilities given to him.

According to Robbins (2003:525) in the book Organizational Behavior and also quoted by Dr. Djokosantoso Moeljono in the book Organizational culture in the challenge of 2005 stated that: "Organizational culture (corporate culture) is a system of shared meaning held by members that distinguishes the organization from other organizations". Meanwhile, according to Kreitner et al. (2003:86) in the book Organizational Behavior that: "Organizational culture is a form of assumption that is owned, accepted by a group of organizational members and determines how the group feels,

According to Hasibuan (2007: 219), suggests that: "Motivation is the provision of a driving force that creates enthusiasm for one's work, so that they are willing to work together, work effectively, and are integrated with all their efforts to achieve satisfaction". Furthermore, according to Liang Gie quoted by Sadili Samsudin (2006: 281), explains that: "Work motivation is the work done by leaders in providing inspiration, enthusiasm, and encouragement to their employees to take certain actions". In relation to the performance of employees, work

motivation is needed as a driving force and motivation or driving force from the leader to his subordinates with the aim of providing morale to be able to improve their performance.

The role of superiors or often called leaders is very large for the success of institutions / agencies in achieving goals. It is from them that new and innovative ideas emerge in the development of institutions/agencies. However, it is undeniable that their subordinates also have a role that is no less important, because it is these subordinates who will carry out and implement the leadership ideas contained in every decision. Whether or not subordinates carry out their duties depends on the leader himself. How a leader provides influence and motivation to influence his subordinates to share actions as expected. The leadership style arises based on the way of acting or behaving from the leader concerned. A leader can increase the effectiveness of his leadership by using different styles depending on the situation and conditions he is facing. In relation to employee performance, leadership style can determine the achievement of organizational goals depending on the leader, thus employee performance is influenced by leadership style.

The results of this study have similarities with the theory above, where organizational culture, work motivation and leadership style affect employee performance, and it can also be seen that each indicator of organizational culture, work motivation and leadership style variables has a positive and significant effect on employee performance both physically and mentally. partially or together. The influence of organizational culture, work motivation and leadership style variables on employee performance is described in detail in the following discussion below.

Employee Performance Analysis Reviewed Through Organizational Culture at the Central Jakarta Administration City Tourism Sub-dept.

Based on the SPSS calculation, the correlation coefficient value is 0.786 or 78.6%. This shows that the correlation between organizational culture and employee performance is relatively strong. The correlation coefficient value shows a positive value, namely 0.786 so that the relationship between the two variables is positive or unidirectional. This means that the more efforts to implement organizational culture well, the higher the employee performance that will be achieved.

The conclusion of the first hypothesis shows that variable X1 in the form of organizational culture has a positive effect on variable Y in the form of employee performance at Central Jakarta Administration City Tourism Sub-dept. While the magnitude of the effect can be seen from the value of R (correlation coefficient) which is 0.786 or 78.6%.

Thus, it can be stated that organizational culture has a positive influence on the performance of employees within the Tourism Office of the Central Jakarta City Administration.

Organizational culture Robbins and Judge (2008:44) several dimensions of Organizational Culture include:

- 1) Innovation in taking risks
 - a. Support work atmosphere for creativity.
 - b. Responsibilities of members of the organization against occupational risks.
- 2) Attention to details
 - a. Habit of re-checking the work.
 - b. The habit of paying attention to details (careful).
- 3) Result/benefit orientation
 - a. Ability to meet set targets.
 - b. Institutional support in the form of work facilities.
- 4) Human orientation

- a. Institutional support for work comfort.
- b. Institutional tolerance for personal needs.
- 5) Team orientation
 - a. Collaboration between members of the organization.
 - b. Tolerance among members of the organization.
- 6) Aggressiveness
 - a. The level of internal competition of the institution.
 - b. The level of willingness of organizational members to increase.
- 7) self ability
 - a. The level of willingness of members of the organization in sustainable achievement.
- 8) Stability
 - a. Frequency of changes to institutional regulations
 - b. The level of support of organizational members for change

In this study, organizational culture uses the dimensions proposed by Robbins (2004:44), including the following: innovation in taking risks; attention to details; result/benefit orientation; human orientation; team orientation; aggressiveness; self-ability; stability. The highest value among these dimensions lies in innovation in taking risks and attention to detail. Therefore, it is necessary to revitalize two things, namely; the extent to which employees are encouraged to innovate and criticize openly and freedom of organizational communication, without being limited by a formal hierarchy of authority.

Employee Performance Analysis Reviewed Through Work Motivation at the Central Jakarta Administration City Tourism Sub-dept.

Based on the SPSS calculation, the correlation coefficient value is 0.630 or 63.0%. This shows that the correlation between work motivation and employee performance is relatively strong. The value of the correlation coefficient shows a positive value of 0.630 so that the relationship between the two variables is positive or unidirectional. This means that the more efforts to provide work motivation to employees, the more employee performance will be achieved.

The conclusion of the first hypothesis shows that variable X2 in the form of work motivation has a positive effect on variable Y in the form of employee performance at Central Jakarta Administration City Tourism Sub-dept. While the magnitude of the effect can be seen from the value of R (correlation coefficient) which is 0.630 or 63.0%.

Thus, it can be stated that work motivation has a positive influence on employee performance within the Tourism Office of Central Jakarta City Administration.

According to Herzberg's theory, it is known as the two-factor theory. This theory suggests that they conduct research by asking the research subject about the time he or she is most satisfied with his or her job. According to this theory, there are two factors that influence a person's condition, namely the Motivator factor and the Hygiene Factor. (Mintorogo, 2009:87)

(1) Motivator Factor

Satisfying factor (motivator) which is also called motivation is a motivating factor for someone to achieve that comes from within the person concerned (intrinsic).

(2) Hygiene Factor

The source of dissatisfaction (dissatisfier) is the fulfillment of low-level needs that come from outside the person concerned (extrinsic).

In this study, work motivation uses two dimensions proposed by Herzberg in Mintogoro (2009: 87), namely intrinsic and extrinsic motivation. The results showed that work motivation that comes from intrinsic has a higher value. This shows that work motivation does not only

rely on salary, working conditions, organizational policies and supervision, but rather on how employees are motivated through the desire to achieve achievement, recognition, responsibility, have progress, love the work itself and the possibility of developing at a higher level. higher.

Employee Performance Analysis Reviewed Through Leadership Style at the Tourism Office of Central Jakarta City Administration.

Based on the SPSS calculation, the correlation coefficient value is 0.668 or 66.8%. This shows that the correlation between leadership style and employee performance is relatively strong. The correlation coefficient value shows a positive value, namely 0.668, so that the relationship between the two variables is positive or unidirectional. This means that the more efforts to apply a leadership style well, the more employee performance will be achieved.

The conclusion of the first hypothesis shows that variable X3 in the form of leadership style has a positive effect on variable Y in the form of employee performance at Central Jakarta Administration City Tourism Sub-dept. While the magnitude of the effect can be seen from the value of R (correlation coefficient) which is 0.668 or 66.8%.

Thus, it can be stated that the leadership style has a positive influence on the performance of employees within the Tourism Office of the Central Jakarta City Administration.

Quoting the analysis of Gibson, et al., (2009:44) several dimensions of Organizational Culture include:

1. Directive
 - a. Leaders maintain standards of appearance.
 - b. The leader tells how tasks are completed and deadlines are set.
 - c. Leaders set task standards.
2. Supportive
 - a. Leaders are friendly and approachable.
 - b. Leaders provide support to subordinates.
 - c. Give praise when subordinates do a good job.
3. Participatory
 - a. The leader accommodates the suggestions of subordinates before making a decision.
 - b. Leaders are involved when subordinates have difficulty in carrying out tasks.
 - c. Leaders often hold discussions so that the decisions taken are joint decisions.
4. Achievement orientation
 - a. Leaders set challenges and goals.
 - b. Leaders have expectations of high-quality performance.
 - c. Leaders provide rewards when subordinates achieve a satisfactory achievement.

In this study, the leadership style uses dimensions (Gibson et.al, 2009:44), including; directive, supportive, participatory and achievement-oriented. Based on the research results, the leadership style through the achievement orientation dimension gets the highest score. Therefore, it is necessary to apply a leadership style, for example through giving challenges to employees; expectations/expectations of high-quality work results; and giving rewards to employees for achieving a satisfactory performance.

Employee Performance Analysis in terms of organizational culture, through work motivation and leadership style at the Central Jakarta administration city tourism sub-department

The results of hypothesis testing and statistical data calculations show that there is a relationship and influence between Organizational Culture on Employee Performance of 0.786 or 78.6% and there is a relationship and influence of Work Motivation on Employee Performance of

0.630 or 63.0% and there is a relationship and influence of Style Leadership is 0.668 or 66.8%, while the variables of Organizational Culture, Work Motivation and Leadership Style together on Employee Performance at the Tourism Office of the Central Jakarta City Administration are 0.739 or 73.9% for it is explained that every change in the Organizational Culture variable, Work Motivation and Leadership Style have a positive and significant relationship and influence on Employee Performance at the Tourism Office of Central Jakarta City Administration.

Based on the results of this research, it can be more useful to develop further research that can contribute to improving employee performance. Organizational Culture, Motivation and Leadership Style there are several factors that can affect employee performance, so it will be more interesting and useful to improve employee performance by examining the influence of other variables that can affect employee performance. From the results of this study and other studies, it can be used as a consideration or policy to be able to increase employee performance.

CONCLUSION

Based on the results of the analysis, it is known that organizational culture has a positive effect on employee performance of 0.618 or 61.8% at the Central Jakarta City Administration of Tourism and Culture Sub-dept. This shows that with the implementation of organizational culture that will change the mindset and way of working can improve employee performance.

Based on the results of the analysis, it is known that work motivation has a positive effect on employee performance of 0.690 or 69.0% at the Central Jakarta City Administration of Tourism and Culture Sub-dept. This shows that the more often employees get the work motivation, the more the ability and understanding of employees will increase and bring changes to improving employee performance at the Central Jakarta City Administration of Tourism and Culture.

Based on the results of the analysis, it is known that leadership style has a positive effect on employee performance of 0.615 or 61.5% at the Central Jakarta City Administration of Tourism and Culture Sub-dept. This shows that the policies applied to employees on leadership styles can change employees to work effectively and efficiently and can improve employee performance.

Based on the results of the analysis, it is known that organizational culture, learning motivation and leadership style together have a positive effect on employee performance of 0.704 or 70.4% at the Central Jakarta City Administration of Tourism and Culture Sub-dept. This shows that the higher the employee performance accompanied by organizational culture, work motivation and leadership style together, it will increase employee work results and bring changes to improving employee performance at the Central Jakarta City Administration of Tourism and Culture.

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