

## **THE EFFECT OF LEADERSHIP STYLE, WORK CULTURE AND MOTIVATION ON THE PERFORMANCE OF THE STATE CIVIL APPARATUS ON THE SECRETARIAT OF THE REGIONAL PEOPLE'S REPRESENTATIVE BOARD, BEKASI CITY, WEST JAVA**

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This research wants to reveal whether there is an effect of leadership style, work culture and motivation on the performance of the state civil apparatus in the secretariat of the Regional Representative Council of Bekasi City. The performance of an organization is the achievement of both quantity and quality results by deploying resources in a certain time. This research uses path analysis which aims to find out the direct effect of the independent variables on dependent variable and the indirect effect of independent variables on dependent variable (through intervening variable) i.e. motivational variables. This study involved 117 respondents consisting of civil servants and some of them are honorees. Data collection techniques are carried out by spreading a list of questions or statements to all 117 respondents where the list of questions or statements has been conducted validity tests and reliability tests before, then the results of the respondent's answers are tabulated into Microsoft Excel to facilitate in analyzing it from the results of the analysis of the data in this research it can be concluded that leadership style, work culture, and motivation either directly or indirectly (through intervening variables) and by alone (partial) and simultaneously (simultaneously) show a significant effect on the performance of the state civil apparatus in the secretariat of the regional people's representative council of Bekasi city.

**keyword :** *leadership style, work culture, motivation and employee performance*

### **INTRODUCTION**

The world is changing very fast, the era of globalization requires the performance of human resource management to quickly adapt to these changes. Quality performance and productivity have become demands that must be met to win global competition and provide the best service to the community. Organizational performance is largely determined by factors such as work culture, work motivation and leadership style, a leader must understand very well that currently organizational performance no longer

relies on individual performance but is determined by team work. To achieve optimal performance requires a work team that has competence, loyalty and can work together in a work team. Likewise, the Secretariat of the Bekasi City Regional People's Representative Council as an organization that serves and facilitates the activities of the Bekasi City Regional People's Representative Council should also begin to improve its performance and services as expected by the mayor, chairman and members of the Bekasi City Regional People's Representative Council and are residents of the city of Bekasi. Performance evaluation is very much needed to find out what are the obstacles, there are work targets that have not been achieved according to the deadlines that have been set, there are other more urgent and important jobs to take precedence, there are obstacles in the field that do not support the initial plan. The leadership style applied by a leader, the work culture or values that are believed by the workers will be a reference and regulate the thought process, as well as behavior based on the belief in the principles of an organization, motivation to move and encourage someone to take an action, work motivation is something that can generate enthusiasm that drives someone to work, leadership is the driving force of organizational life, scientists who pursue leadership issues have conducted many researches on leadership, the results of these studies have allowed modern society to have various scientific references that theoretically provide an overview of how importance of leadership in an organization.

#### **A. Employee performance**

According to (Fahmi, 2016) performance is the result obtained by an organization, both the organization is profit oriented or non profit oriented which is produced during a certain period. To measure performance there are five indicators, namely (Robbins & Stephen, 2006): Quality, Quantity, Timeliness, Effectiveness, and Independence. In anwar prabu said "performance appraisal is the process an employer use to determine whether an employee is performing the job as intended". do their job as intended). (Mangkunegara & Anwar, 2017)

#### **B. Work Motivation**

The dominant factors that effect motivation are the most pressing needs, desires and expectations. The opinion of Robin and Coutler translated by Bob Sabran reveals that there are five levels of human needs in (Mangkunegara & Anwar, 2017) which trigger a person to act to fulfill the needs he wants to achieve from stage to stage (Maslow's

Hierarchy of needs) : maslow devides human needs into 5 namely : physiological need, safety needs, social need, estem need and self actualization nedds. According to Abraham maslow's research, these needs are multilevel and before they can satisfy the need at the next level, the needs at the previous level mast be met first. ERG theory;this theory is a development of the Abraham maslow's hierarchy of need this theory was developed by clayton alderfer to make it more applicable in empirical research.ERG theory (existence, reletedness, and growth). Aldefer in (Robbins & P, 2001), there are trhree main groups of human needs, namely: 1. The existense group can be aligned with maslow's physiological and safety needs. 2. Relatedness group, with can be aligned with maslow's social/love need and the eksternal component of maslow's esteem and 3. Growth needs, which is an intrinsic desire for personal development which is included in self actualization.

### **C. Leadership Style**

Every leader has a different style, for example in communication, a good leader will choose a collaborative mid assertive communication style, there are two types between high assertive and low assertive this type of leader likes to maintain a balance between the energy he needs to understand other people and energy what others need to understand him. This approach is more collaborative in nature to pay attention to team balance (Liliweri & Alo, 2015). According to (Davis et al., 2014) leadership style basically implies as a manifestation of the behavior of a leader, which concerns his ability to lead. The philosophy of leadership is that human beings need to be respected. One form of appreciation is for subordinates to attend meetings and their presence is used by a leader to play an active role in conveying suggestions, ideas and opinions. Followers who are involved in the decision-making process will feel responsible, because they feel responsible for decision, followers carry out the decision that have been made and feelthey have ownership of decisions that have been made, followers them maintain and participate in securing these decisions. (Husaini & Usman, 2020).

### **D. Work Culture**

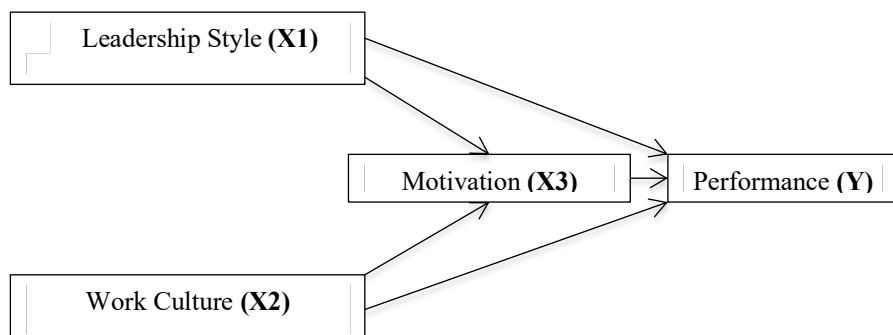
According to Anwar Prabu (2005:316) work culture as"a set of assumption or belief system, values and norm developed within the company that are used as behavioral guidelines for its members to overcome problem external adaptation and internal

integration. (Sudarmanto, 2019), a strong culture will affect three things, namely: first, the unification of goals. That is a commitment that unites differences and specializations and other diversity. Second, it helps business performance because creates a tremendous level of motivation in employee. Third, it helps performance because provides the structure and control needed without having to rely on a stifling formsl bureaucracy that can be suppress the growth of motivation and innovation.

### Research Gap

Research conducted by Ragil Permansari (2013) entitled the effect of the motivation and work environment on employee performance at PT. Anugrah Raharjo Semarang with a population of 69 people. This research aims to determine and analyze the effect of motivation and work environment on employee performance. This research uses a quantitative approach and the hypothesis testing uses descriptive and multi linier regression analysis. The result of the research concluded that partilly motivatiob has a significant positive effect on employee performance. research conducted by Yofi Hari Dwi Yulianto and Tri Yuniati (2015) whose research results concluded that leadershipstyle, motivation and compensation together provide to have a significan effect on performance, meanwhile research conducted by Ida Ayu Brahmansari and agus suprayetno (2008 ) concluded that work motivation has no effect on performance. This can happen because of the lack of employees who love their work, lack of attention from their leaders. or employees do not know what their expectations are in the future. The existence of research with different results so that it is necessary to deepen it with subsequent research with a different analysis, namely path analysis so that everything becomes clearer in accordance with empirical facts and data. Work has a positive and significant effect on the performance of the bekasi City DPRD secretariat.

### Framework



### **Research Hypotheses:**

- H1: Leadership style has a significant effect on work motivation
- H2 : work culture has asignifikat effect on work motivation
- H3 : leadership style has a significant on performance
- H4 : work culture has a significant effect on performance
- H5 : Motivation has a significant effect on performance
- H6 : leadership style and motivation have a significant effect on performance
- H7 : work culture and motivation have a significant effect on performance

### **Research methodes**

#### **Research Methods**

The research methods used are quantitative methods and a series of tests that include: instrument test, classical assumption test, path analysis, t-test, f-test and sobel test. The data used is primary data that comes from respondents obtained from the results of the answers to the questionnaire. The questionnaire was qualified by using a Likert scale, including : A. strongly disagree, score = 1, B. Disagree, score = 2, C. Indecisive, Score 3, D. agree, score = 4, E. Strongly agree, score 5. The population is 165 state civil servants within the Secretariat of the Bekasi City Regional People's Representative Council. The size of the sample in this research was calculated according to the Slovin method and The number of employees in the secretariat of the Bekasi city DPRD amounted to 165 peoples, so that the estimated sample of this research is as follow :

$$n = \frac{N}{1+(N \times e^2)} \quad N=165 \quad n = 165/1.4125 = 116.8142$$

The sample is rounded up to 117 respondents

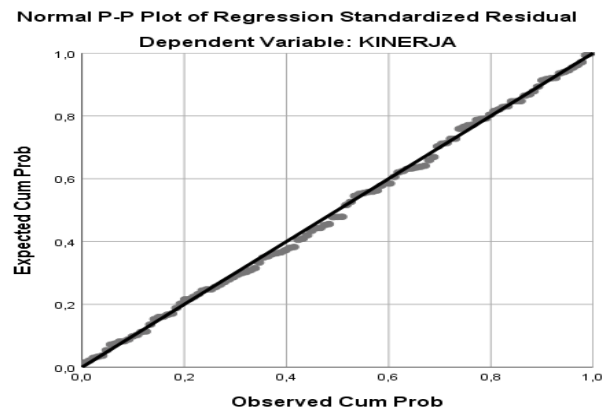
### **DATA ANALYSIS AND DISCUSSION**

#### **A. Classical Assumption Test**

The classical assumption test carried out to determine the independent variables on the dependent variable, the classical assumption test includes ther normality test, linierity test, multicollenierity test, heteroscedasticity test, and auto correlation Classical assumption test results per variable:

### 1. Normality Test

this test is intended to determine whether the variable data is normally distributed or not, to find out whether the distribution is normal or not it can be done with two (2) approaches : The results of the first test using the P.P Plot



Graphic.15 P.P Plot Graph.

From the Graph it can be seen that the distribution of the points is around and along the 45° diagonal line, thus the distribution of the variables data is declared normal.

The second test used the Kolmogorov Smirnov method

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		117
Normal Parameters <sup>a,b</sup>	Mean	,0000000
	Std. Deviation	2,80525539
Most Extreme Differences	Absolute	,038
	Positive	,038
	Negative	-,027
Test Statistic		,038
Asymp. Sig. (2-tailed)		,200 <sup>c,d</sup>

a. Test distribution is Normal.

c. Lilliefors Significance Correction.

b. Calculated from data.

d. This is a lower bound of the true significance

Based on the results of the normality test using the Kolmogorov Smirnov method, the asym.sig.(2-tailed) test results are 0.200 and based on the provisions if the significant value > 0,05, then the residual value is normally distributed.

## 2. Linearity Test

**Table 40. Linearity test result in Anova Table**

			Sum of Squares	df	Mean Square	F	Sig.
Unstandardized Residual *	Between Groups	(Combined)	863,857	109	7,925	1,132	0,478
		Linearity	0,000	1	0,000	0,000	1,000
Unstandardized Predicted Value		Deviation from Linearity	863,857	108	7,999	1,143	0,471
	Within Groups		49,000	7	7,000		
	Total		912,857	116			

From the results of the analysis on the linearity test in the table, the sig value is greater than 0.05 so that it is concluded that the relationship between the independent variable and the dependent variable is linear

## 3. Multicollinearity Test

Multicollinearity test is intended to test whether there is an intercorrelation between the independent variables or not

**Table 41. Multicollinearity Test results**  
Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	9,341	4,395		2,125	0,036		
	Leadership style (X1)	0,419	0,077	0,447	5,456	0,000	0,386	2,590
	Work Culture (X2)	0,292	0,093	0,240	3,143	0,002	0,444	2,253
	Motivation (X3)	0,264	0,085	0,244	3,096	0,002	0,419	2,385

a. Dependent Variable: Kinerja

From the result of the multicollinearity test shown in table 41, the independent variables for Collinearity Statistics Tolerance on the independent variables are leadership style 0.386, work culture 0.444 and motivational motivation 0.419 and Collinearity Statistics Variance Inflation Factor (VIF) on leadership style gets a value of 2.590, work culture 2.253 and motivation 2,385. So based on the provisions, if the tolerance value > 0.10 and VIF < 10.00, it can be concluded that in this regression mode there is no multicollinearity if the T

## 4. Heteroscedasticity

Test Heteroscedasticity test htest to determine whether the regression model occurs inequality of variance of the residuals.

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-4,424	2,494		-1,774	0,079
	Leadership style (X1)	0,002	0,044	0,007	0,049	0,961
	Work Culture (X2)	0,037	0,053	0,096	0,704	0,483
	Motivation (X3)	0,061	0,048	0,177	1,258	0,211

a. Dependent Variable: abs\_res

### 5. Autocorrection test

The aim is to test whether in the linear regression model there is a correlation or confounding relationship in period  $t$  with errors in period  $t-1$  (previous). The autocorrelation test was carried out using the Durbin-Watson test by comparing the values of.

**Table summary model**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.841 <sup>a</sup>	.707	.699	2.84225	2.080

- a. Predictors: (Constant), Motivasi, Budaya kerja, GY Kepemimpinan
- b. Dependent Variable: Kinerja ASN

### CALCULATION AS A CONCLUSION STAGE

Known : DW 2.080, Brother: The value of  $d_l$  and  $d_u$  in the sample ( $n$ ) = 117 and the Independent variable ( $K$ ) = 3 obtained  $D_L$  : 1.6462,  $D_U$  : 1.7512

1. If  $DW < D_L$  Or  $D > 4 - D_L = 2,080 < 1.6462$  OR  $2,080 > 4 - D_L$ ,  
 $= 2,080 < 1.6462$  OR  $2,080 > 2.3538$ .

Durbin Watson in the summary table above and compared with the table value of 5% significance, the number of samples are 117 ( $n$ ) and the number of independent variables are 3 ( $K=3$ ) the value of  $d_l$  of = 1.6462  $d_u$  1.7512, The of  $DW = 2.080$  wich greater then the limit above ( $d_u$ ) is 1.7512 and less than ( $4-d_u$ )  $4-1.7512 = 2.088$ . From the calculation above, it can be concluded that there is no autocorrelation.

2. If  $D_u < d < 4-d_l$  or  $1.7512 < 2.080 < 4-1.6462 = 1.7512 < 2.080 < 2.3538$ , it can be concluded there is no autocorrelation. From the results of the analyze above, we can see in the summary table where the  $D_w$  value is 2.080, and compared to the table value of 5% significance, and the number of  $n$  sample is 117 ( $n$ ) and number of independent variables 3 ( $k=3$ ) in the durbin Watson table the value of  $d_l = 1.6462$   $d_u$  1.7512  $DW$  value 2.080 is the  $m$  greater than the upper limited ( $d_u$ ) wich is = 1.7512 and less than ( $4-d_u$ )  $4-1.7512 = 2.2488$ . from the result of the above calculations, it can be concluded there are no auto correlation.
3. If  $d_l < d < d_u$  or  $4-d_u < d < 4-d_l =$  no autocorrelation  
 $1.6462 < 2.080 < 1.7512$  or  $4-1.7512 < 2.080 < 4-1.6462 = 1.6462 < 2.080 < 1.7512$  or  $2.2488 < 2.080 < 2.3538$



From the results of the analysis where the dw value is 2.080 and compare with the 5% significance table value, the number of samples is 117 (n) and the number of independent variables 3 (K=3) in the Durbin Watson table, the value of dl = 1.6462, du = 1.7512, and dw value is 2.080 greater than upper limit greater (du) which is 1.7512 and less than (4-du)  $4 - 1.7512 = 2.2488$ . From the results of the above calculations according to result above so we can conclude there are no autocorrelation.

**Table. 46 Autocorrelation Test Results Decisions**

No.	Decision Preconditions	Decision
1	If the value $D < DL$ or $D > 4 - DL$	There is no correlation
2	If the value $D_u < d < 4 - d_l$	There is No correlation
3	If the value $d_l < d < d_u$ or $4 - d_u < d < 4 - d_l$	There is No conclusions

### HYPOTHESIS TEST

Test the hypothesis to answer the problem formulation that has been put forward in chapter 1 and the research hypothesis. The independent variables in this research consist of leadership style, Work culture and motivation, the dependent variable is performance. The hypothesis testing method in this research using :

#### a) Path analysis Test

Path analysis is part of the continuation of the regression analysis, In ordinary regression analysis, it only test whether there is a direct effect given by the independent variables on the dependent variable. while in path analysis the analysis is not only used to test the direct effect but is also used test or to find out and explain the indirect effect independent variables on the dependent variable through intervening variable. Following are the results of the path analysis:

#### 1. Effect of leadership style (X1) and Work Culture (X2) on the motivation (X3)

**Table 47 . The results of the analysis of the models of the Summary table**

Model	R	RSquar	Adjusted R Squar	Std. Error of the estimate
1	.762 <sup>a</sup>	.581	.573	3.11638

a. Predictors: (Constant), Budaya Kerja, Gaya Kepemimpinan

Based on the Adjusted R square value contained in the model of summary table above, it is = 0.573 this indicates that the contribution of X1 to X3 is 52.4% while remaining 0.427% is a contribution from other variables that were not examined

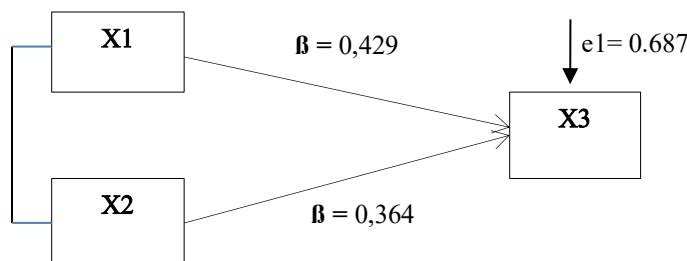
in this study. Meanwhile, from the results of the analysis of the coefficients table, the data obtained are as follows:

**Table 48. The result of analysis of the model of the coefisien tables**

Model		Coefficients <sup>a</sup>				
		Unstandardized Coefficient		Standardized Coefficients	t	Sig.
		B	Std Error	Beta		
1	(Constant)	7.260	4.771		1.522	.131
	Leadership style(X1)	.429	.074	.497	5.791	.000
	Work Culture (X2)	.364	.096	.325	3.785	.000

a. Dependent Variable: Motivasi

From the table above we can see the value of the unstandardized Coefficients Beta of leadership style (X1) = 0.429 and the value of the unstandardized Coefficients Beta of work culture (X) = 0.364. meanwhile the value of e1 can be found and calculated using the formula :  $e1 = \sqrt{1-R \text{ square}} = 1-0.528 = 0.472 = 0.687$ . From the table of the results of the test of the effect of X1 to X3 and X2 to X3. The equation of the path digram and structure of model the equation of the path diagram of structure of model 1 is obtained as followis :



**Gb. 16 Model Path Structure 1**

**2. Calculating effect of the leadership style variable (X1), work culture (X2) and motivation (X3) on the Perfomance.**

**Table. 49 Results of Model Path Analysis 2**

**Model summary table**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.841 <sup>a</sup>	.707	.699	2.84225

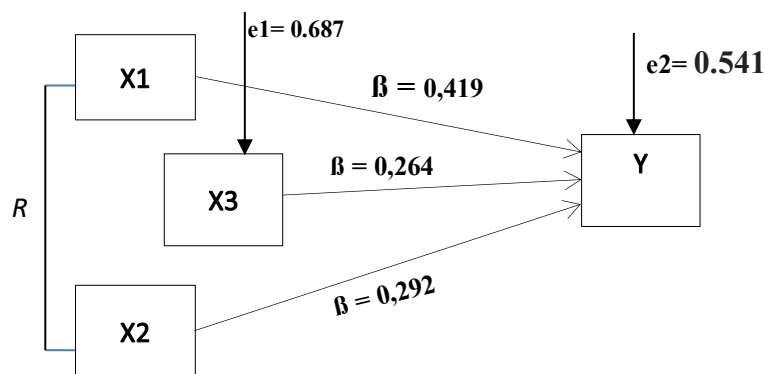
a. Predictors: (Constant), Motivation, Work Culture, Leadership Style

Analysis in the summary table above are calculating the direct effect partially on the variabel of leadership style (X1), Work culture (X2) and motivation (X3) on the performance(Y). the value of adjusted R square is 0.699 which indicates that the contribution of X1,X2 and X3 to Y is 69.9% and the remaining 0.301% is the contribution of other variable that are not examined in this research. Meanwhile from the result of the analysis of the coefficients table, the data obtained are as follows :

**Table. 50 Hypothesis testing the effect of X1 to Y, X2 to Y and X3 to Y**

Model		Coefficients <sup>a</sup>			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	9.341	4.395		2.125	.036
	Leadership style(X1)	.419	.077	.447	5.456	.000
	Work Culture (X2)	.292	.093	.240	3.143	.002
	Motivation (X3)	.264	.085	.244	3.096	.002

We can see that the unstandardized Coefficients Beta value of leadership style (X1) is 0.419 and the unstandardized Coefficients Beta value of culture (X) is 0.292. and for the value of e1 can be found with formula :  $e_1 = (1 - R \text{ square}) = (1 - 0.707) = 0.293 = 0.541$ . Thus, a path diagram with the structure of model 2 can be obtained as follows :

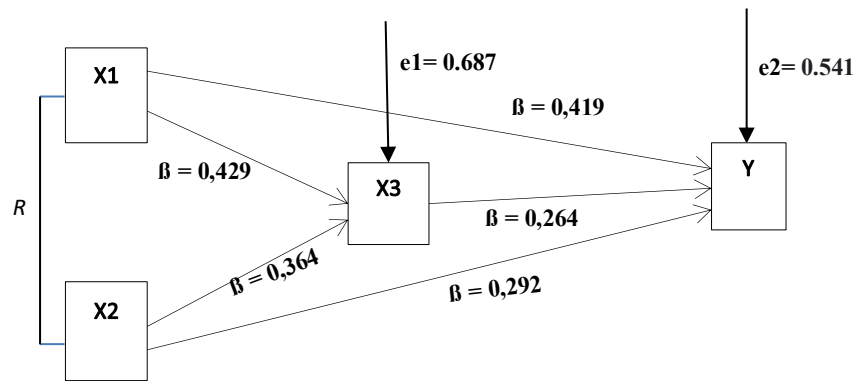


**Gb. 17 Model Path Structure 2**

### 3. Results of Path Analysis Model 3

Path analysis model 3 is a combination of the result of analysis path model structure 1 and the results of analysis path model structure 2 which consists of

summary table analysis which refers to the adjusted R Square value and Coffesients table analysis which refers to the coeffecients table value on unstandardized Beta (B).From the results of the analysis can make equation 3 as follows:



**Gb. 18 Model Path Structure 3**

**CONCLUSION :**

**A. Direct Relationship**

**Table. 51 Results Data analysis using spss Coefficients<sup>a</sup> Table**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	7.260	4.771		1.522	.131
Leadership style(X1)	.429	.074	.497	5.791	.000
Work Culture (X2)	.364	.096	.325	3.785	.000

a. Dependent Variable: Motivasi

**1. Analysis of the effect of leadership style (X1) on Motivation (x3)**

From the above analysis, it is obtained that the sig for X1 variable is 0.000 which means it is smaller than the alpha value of 0.05 or  $0.000 < 0.05$ , it can be concluded that there is a direct significant effect of leadership style (X1) on motivation (X3) with in other words the 1th hypothesis test is accepted.

**2. Analysis of the effect of work culture (2) on motivation (X3).**

From the above analysis, it is obtained a significance value of X2 = 0.000 which means it is smaller than 0.005 or  $(0.000 < 0.05)$ , so we can concluded that there is a direct significance effect of work culture (X2) on motivation (X3), in other words the second hypothesis test is accepted.

**3. Analysis of the effect of leadership style (X1) on Performance (Y).**

Model		Coefficients <sup>a</sup>			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	9.341	4.395		2.125	.036
	Leadership style(X1)	.419	.077	.447	5.456	.000
	Work Culture (X2)	.292	.093	.240	3.143	.002
	Motivation (X3)	.264	.085	.244	3.096	.002

a. Dependent Variable: Kinerja

From the table of analysis result above, it can be seen that the sig value of the X1 variable is 0.000 which means it is smaller than 0.05, so it can be concluded that there is a direct significant effect of leadership style (X1) on performance (Y). or the third hypothesis is accepted.

**4. Analysis of the effect of work culture (X2) on Performance (Y).**

From the analysis above, it is obtained a significance value of X2 = 0.002, which means it is smaller than 0.05, it can be concluded that there is a direct significant effect of work culture (X2) on the performance (Y). or the fourth hypothesis. Received

**5. Analysis of the effect of motivation (X3) on Performance.**

From the result analysis above, it is obtained that the significance value of the variable (X3) = 0.002, which means it is smaller than the alpha value of 0.05, so it can be concluded that there is a direct significance effect of the motivation variable (X3) on Performance (Y) or which means the 5th hypothesis in this research is accepted

**B. Indirect Relationship (Through Intervening Variables)**

**6. Analysis of the effect of leadership style (X1) on performance (Y) through the motivation(X3)**

is It known that the direct effect of leadership style (X1) on performance (Y) is 0.447 while the indirect of leadership style (X1) through motivation (X3) on performance variable (y) is the multiplication of beta (β) X1-X3 with beta (β) X3-Y , so that the Y significance value is obtained, which is  $0.497 \times 0.244 = 0.121$ . Then the total effect given by X1 to Y through X3 is the direct effect plus the indirect effect. Based on the above calculation, it can be seen that the total

value of effect is =  $0.121 + 0.447 = 0.568$ , which means that the value of the indirect effect is smaller than the direct effect. That is shows ,that the variable X1 through X3 directly have a significance effect on the Y variable.

**7. Analysis of the effect of work culture (X2) through motivation (X3) on Performance (Y).**

The direct effect given by work culture (X2) on Y = 0.240, while the indirect effect of X2 Through X3on Performance (Y) it is the multiplication of the Beta ( $\beta$ ) X2-X3= (0.325) with Beta ( $\beta$ ) X3-Y = ( 0.244). from analysis above, it is obtained that the value of effect of X3 with the value of beta ( $\beta$ ) Y is =  $0.325 \times 0.244 = 0.0793$ . then the total effect given by X@ to Y is the direct effect plus the indirect effect. Base on the above caculation it can be seen that the indirect effect value =  $0.240 + 0.0793 = 0.3193$ , Which means that the indirect effect value is smaller than the direct effect value. This shows that the variable X2 through X3 directly has asignifikance effect on the Y ariable.

**b) SOBEL TEST**

Sobel test is using for testing how much the indirect effect of the independent variable (X) on the dependent variable (Y) through the Intervening variable (X). To find out the magnitude of the effect of the mediation of the motivation variable (X3) on the effect of leadership style on performance and how much of the mediating effect of the motivational variable (X3) on the effect of of work culture of the on performance (Y) at the secretariat of the DPRD Bekasi City.

$$Sab = \sqrt{b^2 \cdot Sa^2 + a^2 \cdot sb^2 + sa^2 \cdot sb^2}$$

**Description**

Sa= standar error of coefficient a, sb = Standar error Coeficient b, b = Coeficient of mediating variable, a = Coeficient of independent Variable.

To test the significance of the indirect effect, it is necessary to calculate the t value of the ab coefficient with the following formula  $t=ab/sab$ . The t-count value is compare with the t-table value, if the t-count value > the t-table value itcan be concluded that there is amediation effect (Herlina & Diputra, 2018:21). To find out how much effect the media variable has, it is calculated by multiplying the path X1,X2 to Y(a) and path X2,X3 to Y(b) or ab. So the coefficient  $ab = (c - c')$ , where c is the effect of X on Y without controlling for X3 or direct effect. The standard error of the indirect effect (indirect

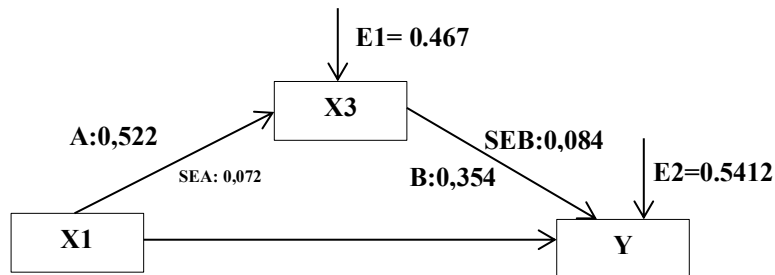
effect) is calculated using the following formula: t-Value = This t-count value is compared to the t-table (1.96), and if the t-count value is greater than t-table, it can be concluded that there is a mediating effect.

**1. The effect of mediating the relationship of leadership style on the performance of state civil servants is mediated by motivation**

Table. 53. Test Results of the Effect of Leadership Style on Performance Through Motivation

Model		Coefficients <sup>a</sup>			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	15.191	4.134		3.675	.000
	Leadership style(X1)	.522	.072	.557	7.239	.000
	Motivation (X3)	.354	.084	.326	4.236	.000

a. Dependent Variable: Kinerja ASN



**Fig.19 Structure of Model 1 Sobel test**

**Description :**

A = Leadership style regression coefficient on motivation. B = Regression coefficient of motivation on performance, SEA = standard error of leadership style on motivation, SEB = standard error of work culture on performance as follows :

A = 0.522 SEA = 0.072 B = 0.354 dan SEB = 0,084, So :

$$t = \frac{ab}{sab} , Sab = \sqrt{b^2 \cdot Sa^2 + a^2 \cdot sb^2 + sa^2 \cdot sb^2}$$

$$= \sqrt{0,354^2 \cdot 0,072^2 + 0,522^2 \cdot 0,084^2 + 0,072^2 \cdot 0,084^2}$$

$$= \sqrt{0,0006869 + 0,0019226 + 0,00003656783}$$

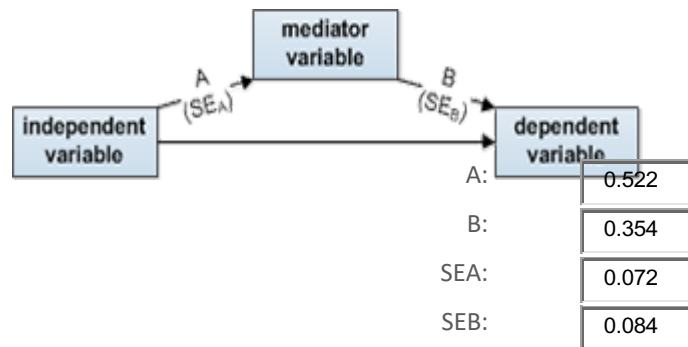
$$= \sqrt{0,002640783} = 0,05138855$$

$$t = \frac{ab}{sab} = \frac{0.522 \times 0,364}{0,05138855} = 3,697477$$

To find out the t-table can be searched and known through the excel formula TINV(0.05;114) = 1.980, where 0.05 is the level of significance and 114 is the number of respondents in this study minus three independent variables (117-3 = 114 ), Based on the decision-making provisions, if the t-count value is greater than t-table, it can

be concluded that the intervening variable has an effect and it is able to mediate the relationship between the effect of the independent variable on the dependent variable. The result of the above calculations show tha t-count = 3.697477 or greater than t-table (3.697477 > 1.980) and than with significance level of 0.05 which is 1.980, it can be calculated that there is a significance effect on the intervening variable in mediates the effect og leadership style on the performance of state civil apparatus on secretariat Of The Regional People's Representative Board, Bekasi City.

**Table. 54 The results of the Sobel test of the effect of leadership style on performance through motivation**



**Sobel test statistic : 3.64346164**  
**One-tailed probability : 0.00013450**  
**Two-tailed probability : 0.0002690**

The results of the path analysis test using the Sobel test are to determine the effect of the mediating role of motivational variables on the relationship of leadership style variables to performance. From the test results, the Sobel test statistic value is 3.64346164, One-tailed probability: 0.00013450 and the two-tailed probability is 0.0002690. base on the result of the path analysis test using the sobel test above, where each gets a value greater than 1.980, it can be concluded that the intervening variable is able to play a role in mediating the effect of leadership style on civil apparatus performance at the secretariat of peoples representatif at the Bekasi City.



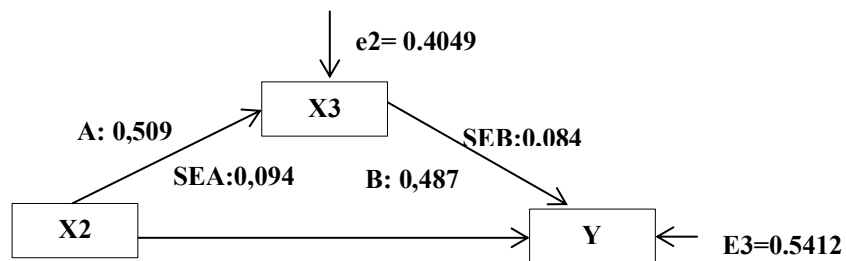
**2. The effect of work culture on the performance of state civil apparatus through motivation .**

Table. 55. Test Result of the effect of work culture (X2) on performance (Y) through Motivation (X3).

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.989	4.861		2.672	.009
	Motivasi	.487	.084	.448	5.791	.000
	Budaya kerja	.509	.094	.418	5.406	.000

a. Dependent Variable: Kinerja ASN



**Fig.20 Structure of Model 2 Sobel test**

**Description :**

A = Regression coefficient of leadership style on work culture, B = regression coefficient of work culture on motivation, SEA = Standard error of leadership style on work culture, SEB = Standard error of work culture on motivation, It is known that the regression test results using SPSS on the path model structure in above, the effect value is as follows;

$$A = 0,509 \text{ SEA} = 0,094 \text{ B} = 0,487 \text{ dan SEB} = 0,084$$

$$t = \frac{ab}{sab} \quad sab = \sqrt{b^2 \cdot Sa^2 + a^2 \cdot sb^2 + sa^2 \cdot sb^2}$$

$$= \sqrt{0,487^2 \cdot 0,094^2 + 0,509^2 \cdot 0,084^2 + 0,094^2 \cdot 0,084^2}$$

$$= \sqrt{0,0020956 + 0,0018281 + 0,000062368} = \sqrt{0,0039860468}$$

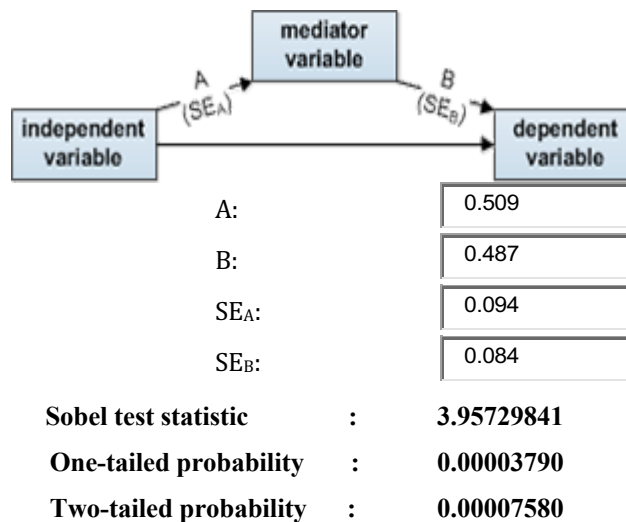
$$= 0,0631351471$$

$$t = \frac{ab}{sab} = \frac{0,509 \times 0,487}{0,0631351471} = \frac{0,247883}{0,0631351471} = 3,9262282799$$

To find out the t-table can be searched and known through the excel formula TINV(0.05;114) = 1.980, and the value of 0.05 is the level of significance and the value of 114 is the number of respondents in this study minus three independent

variables ( $117-3 = 114$  ). Based on the prerequisites for making a decision, if the t-count value is greater than t- table, it can be be concluded that the intervening variable is able to mediatethe relationship between the independent variables on the dependent variable. Because t-count = 3.9262282799 is greater than t-table ( $3.9262282799 > 1.980$ ) with the significance level of 0.05, it can be concluded that there is a significance effect of the intervening variable (motivation) in mediating the effect of work culture on the performance of state civil servants in the DPRD secretariat. Bekasi city.

**Table 56. The results of the calculator Sobel test the effect of work culture (X2) on performance (Y) Through the motivation (X3).**



The result of the path analysis test on sobel teston the effect of work culture on performance through the motivation obtained the the test statistic value of 3.95729841, One-tailed probability: 0.00003790 and on the two-tailed probability obtained a significance of 0.00007580, Based on result of the path analysis test using the sobel test where each gets a value greater than 1.980 and based on the prerequisites for decision making, if the t-count value is mgreater than t-table, it can be concluded that the intervening variable is able to mediate the effect of work culture on performance of state civil apparatus at secretariat of people representatif at the Bekasi City.

**c) STATISTICAL HYPOTHESIS TESTING WITH T-TEST METHOD AND F-TEST**

**A. t-Test**

Basic considerations in decision making : if the value of Sig < 0.05 and the value of t-count > value of t-table, it means that there is an effect of the independent variable on the dependent variable which means that Ho is rejected and Ha is accepted. T-table =  $t(\alpha/2; Nk-1) = 0.05/2 ; 117-3-1 = 0.025 ; 113 = 1981$ , Here;

Tables. 57 T Test

Results Partial Effect of Independent Variables on Dependent variables.

		Coefficients <sup>a</sup>				
		Unstandardized coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	9.341	4.395		2.125	.036
	GY Kepemimpinan	.419	.077	.447	5.456	.000
	Budaya kerja	.292	.093	.240	3.143	.002
	Motivasi	.264	.085	.244	3.096	.002

Dependent Variable: Kinerja ASN

**1. The effect of leadership style(X1) on the performance of state civil servants(Y)**

From the result of the t-test in the table above, each variable shows that the significance value of the effect of X1 on Y is 0.000 which means it is smaller than 0.05 and the t-count value is 5.456 which means is greater than the t-table, namely 1.981, it can be concluded Ho is rejected and Ha is accepted, which means that leadership style has a significant effect on the performance of the state civil apparatus at secretariat of peoples representative in the Bekasi City.

**2. The effect of work culture(X2) on the performance of the state civil apparatus (Y).**

From the t-test result in the table above, the t-test result shows that the significance value of X2 to Y is 0.002 while the alpha value ( $\alpha$ ) = 0.05 and the t-count value is 3.143 which is greater than the t-table value of 1.981, So it can be concluded that Ho is rejected and Ha accepted, which means that work culture has a significant effect on the performance of state civil apparatus in the secretariat of the Bekasi City DPRD.

**3. the effect of motivation (X3) on the performance of the state civil apparatus (Y)**

The results of the t-test in the table above show that the significance value of the motivation variable (X3) on performance (Y) is 0.002, which is smaller than 0.05 and the t-count value is 3.096 which is greater than the t-table, namely 1.981 (3.096 > 1.981) it can be interpreted that  $H_0$  is rejected and  $H_a$  is accepted which means that work culture has a significant effect on the performance of the state civil apparatus at secretariat of peoples representatif the Bekasi City

**B. f-Test**

Based of decision making : 1. If the significance value is < 0.05 and or F-count> F-table, then there can be a simlthaneous effect of of the independent variable on the dependent variable, 2. On the other if the significance value is >0.05 and the F-count<f-table it can be conclude together the variable x has no effect on variable y, 3.  $F_{table} = f(k ; nk) = f(3 ; 117-3) = 3; 114 = 2.68$

**4. f-test results (simultaneously) The effect of leadership style (X1), work culture (X2) and motivational funds (X3) on the performance of state civil servants (Y)**

**Table. 58 Hasil Uji F ( Uji Simultan )**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2199.622	3	733.207	90.762	.000 <sup>b</sup>
	Residual	912.857	113	8.078		
	Total	3112.479	116			

a. Dependent Variable: Kinerja ASN

a. Predictors: (Constant), Motivasi, Budaya kerja, GY Kepemimpinan

Fro jresult on table above, it can be seen that the significance value of the independent variable(X) on Y is 0.000 (0.000 <0.05) and then F-count value is 90.762, which means it is greater than f-Table (90.762 > 2.68), so it can be concluded that  $H_0$  is Rejected and  $H_a$  accepted. So that the fourth hypothesis is accepted, which means that there is an effect of X1 X2 and X3 simultaneously on Y.

**d) NOVELTY**

Novelty Novelty is a renewal in the field of science which is the result of a research or research development carried out previously, the novelty produced by a researcher can support the results of previous research or findings that are new and different from the result of previous research. The result of this research emphasize that leadership style,

work culture and motivation both partially and simultaneously have a significant effect on the performance of the state civil apparatus at the secretariat of peoples representative board Bekasi. The construction of this research was built to determine the direct effect of each independent variables. The construction of this study was built to determine the direct effect of each independent variable on the dependent variable, namely : 1. Is there an effect of leadership style on the performance of state civil apparatus at the secretariat DPRD Bekasi city, 2. Is there an effect of work culture on the performance of the state apparatus at the secretariat of peoples representative board Bekasi City, and 3. Is there any effect of motivation on the performance of the state civil apparatus at the secretariat of the Bekasi City DPRD. The results showed that all of the independent variables in the study had a significant effect on the dependent variable (performance) of the state civil apparatus at the Secretariat peoples representative board Bekasi City. So it can be emphasize that the finding of the research which are element of novelty in science obtained from the result of this research are : 1. The leadership style has a significant effect on the performance of the state civil apparatus at the secretariat of the Bekasi City DPRD. 2. Work Culture has a significant effect on the performance of the state civil apparatus at the sekretariat of peoples representative of board Bekasi City 3. Motivation has a significant effect on the performance of the state civil apparatus Motivation has a significant effect on the performance of the state civil apparatus at the sekretariat of peoples representative of board Bekasi City. 4. Together, leadership style, work culture and motivation have a significant effect on the performance of the state civil apparatus at the secretariat of the Bekasi City Regional House of Representatives.

#### **CONCLUSION**

Based on the results of the analysis of the tabulation of the research data that the independent variables affect the dependent variable, either directly or indirectly. The analysis was carried out using; multiple regression analysis, path analysis (Path analysis), analysis using t test and F test and analysis using the Sobel method (Sobel Test) shows the role of each independent variable and dependent variable, and the Intervening variable (mediator) is able to become a mediating variable. So it can be conclude that partially and directly the variable of leadership style, work culture and motivation effect performance and so simultaneously (simultaneously) independent variables affect the independent variables.

## **SUGGESTION**

### **A. Theoretical suggestions for the internal secretariat of the Bekasi City DPRD**

1. Leadership style is very important things to pay attention in order can to improve organizational performance, especially in the Bekasi City DPRD Secretariat, based on an analysis of 117 respondents at the Bekasi City DPRD secretariat, it shows that the leadership style has a very significant effect on the performance achievements of the state civil apparatus. at the Secretariat of peoples representatif of the Bekasi City.
2. Work culture must be created and organized so that it will be better in the future. Work culture can be formed from a series of formal rules or procedures that can be used as a reference or guideline on an ongoing basis for all employees at the Secretariat of the City DPRD Bekasi and affect organizational performance.
3. Leaders must be able to motivate subordinates, be enthusiastic at work and provide encouragement so that they can give their best performance, so that employee carry out of their duties and work with pleasure and with high awareness.
4. To achieve better performance, leadership must be able to make itself a source of example and a source of inspiration for subordinates. Warm and empathetic personality is able to communicate well with subordinates and involve them in the policy-making process, assigning responsibility to them in organizational activities. the level of achievement of organizational performance will be better.

### **B. Practical Operational Advice**

Based on the result of analysis the author authors provide practical operational suggestions:

1. So that the secretariat of the Bekasi City DPRD builds a leadership pattern that is more performance-oriented, increases humanist values, is warm, opens communication space for subordinates and is at the same time firm towards law enforcement. have dedication, loyalty and achievement must be appreciated and rewarded.
2. So that the secretariat of the Bekasi City DPRD builds a leadership pattern that is more performance-oriented, increases humanist values, is warm, opens communication space for subordinates and is at the same time firm towards law

enforcement. have dedication, loyalty and achievement must be appreciated and rewarded.

3. To the Secretariat of the Bekasi City DPRD to give hope and better career opportunities to employees who perform well and excel, involve them in organizational activities, create a harmonious, disciplined and friendly work environment.
4. For further researchers, this research should be deepened and developed again because basically there are other factors that can be affect employee performance, so that ability to measure and analyze can be sharper and better. The positive effect of leadership style, work culture and motivation on the performance of the state civil apparatus in this research actual and very interesting to study because the impact is very positive.

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