

**ORGANIZATIONAL CULTURE, LEADERSHIP, COMPETENCY AS
DETERMINANTS OF EMPLOYEE PERFORMANCE CITY GOVERNMENT OF
SURAKARTA CITY: MOTIVATION AS A MEDIATING VARIABLE**

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Abstract : *The aim of this research is to provide empirical evidence of Organizational Culture, Leadership Competence as determinants of Surakarta City Government Employee Performance through Motivation. Using the convenience sampling method, 40 respondents were selected as the sample. Then performed an analysis of the data obtained in the form of instrument test, validity test, reliability test, linearity test, path analysis, t test, F test, determination coefficient test (R²). The results of this research show that organizational culture and competence have no effect on motivation, while leadership has a significant positive effect. Organizational culture and leadership have no effect on performance, while competence has a positive and significant effect. Motivation mediates the influence of organizational culture and leadership on organizational performance but does not mediate competence*

Keywords: *Competence, Leadership, Organizational Culture, Motivation, Performance.*

1. Introduction

Every organization in its operations is supported by various resources, one of which is human resources which are an important part of moving an organization to run more effectively and efficiently. Human resources in an organization are obtained from a planned recruitment process tailored to the required capacities and competencies. Good human resource management will make it easier for an organization to achieve its desired goals. Achieving an organizational goal certainly requires a Vision and Mission. The Vision of the City of Surakarta for 2016-2021 is the realization of the City of Surakarta as a Cultural, Independent, Advanced and Prosperous City. The description of the Vision for the City of Surakarta will be translated into the Mission. Mission is a general effort on how to realize the Vision. Mission is also the main reason why an organization must exist and how commitment must continue to be maintained by all stakeholders as stakeholders in development. The mission of the Elected Regional Head for 2016-2021 is to create a Surakarta society that is Sane, Wasis, Wareg, Mapan, and Papan. To achieve this vision and mission requires the performance of all existing resources such as financial resources, human resources, asset resources, and others.

Human resources are a dynamic and unique dimension compared to managing other resources. Humans have different traits, characters, motivations and emotions so they require different handling/management for each individual. To optimize performance, there are several important aspects that employees must have, including: quantity of work, quality of work, loyalty to work, work ability and results achieved. These factors are very important for every

employee of the Surakarta City Regional Planning, Research and Development Agency to mobilize and foster employee performance enthusiasm, so that they can support the achievement of the desired goals. Bureaucratic reform means that the government bureaucracy can run well in accordance with the principles of modern management that are increasingly better in development and service to the community, which is the main task of the State Civil Service (ASN).

The government has issued Government Regulation Number 11 of 2017 concerning Management of Civil Servants. Civil Servant Management is the management of civil servants to produce civil servants who are professional, have basic values, professional ethics, are free from political interference, are free from practices of corruption, collusion and nepotism (PP No. 11 of 2017 concerning Management of Civil Servants),

Government Regulation Number 30 of 2019 concerning Civil Servant Performance Assessment, Civil Servant Performance Assessment aims to guarantee the objectivity of civil servant development which is based on an achievement system and career system. The assessment is carried out based on performance planning at the individual level and unit or organization level, taking into account the targets, achievements, results and benefits achieved, as well as the behavior of civil servants. Article 4 of Government Regulation (PP) Number 30 of 2019 concerning Civil Servant (PNS) Performance Assessment reads: Civil Servant Performance Assessment is carried out based on objective, measurable, accountable, participative principles; and transparent,

Brahmasari (2018) An organization's performance depends on individual performance or in other words individual performance will contribute to organizational performance, meaning that the behavior of organizational members both individually and in groups provides power over organizational performance because their motivation will influence organizational performance. Understanding motivation, both within employees and from the environment, will help improve performance.

Good performance cannot be separated from good human resource performance as well. Performance is the result or overall level of success of a person during a certain period in carrying out tasks compared to various possibilities, such as standard work results, targets or criteria that have been determined in advance and have been mutually agreed upon (Rivai & Sagala, 2013).

A strong and healthy organizational culture is an issue that has been described by many agencies at the global level. Robbins and Judge (2002:284) state that a strong culture will have a big influence on the behavior of its members because the high level of togetherness and intensity creates an internal climate of high behavioral control. Culture is rooted in tradition, so culture reflects what is done, and not what will happen for sure (in Moeljono, 2005: 16). One of the important roles of values in organizational culture on employee performance is through increasing motivation. The relationship between maximum performance and organizational culture through motivation is clearly felt by agencies that have a strong philosophy/essence of values both in terms of the internal environment and the external environment of the agency.

Tika (2006:141) states that organizational culture helps performance because it creates an extraordinary level of motivation for employees. According to Gibson in Sutanto (2003), employees or employees are the drivers of organizational operations, if employee performance is good, then organizational performance will also increase. Many variables influence employee performance, one of which is organizational culture. Organizational culture is a general perception shared by all members of an organization, so that every employee who is a member of the organization will have values, beliefs and behavior in accordance with the organization.

Organizational culture is one of the strategies for motivating employees to achieve maximum performance, because a good organizational culture will automatically provide conditions that are in accordance with employee behavior at work if the culture is very suitable and supports employees in developing their abilities and supporting their welfare in other words. On the other hand, organizational culture is an important factor in improving performance through work motivation obtained by employees in the agency.

Organizational culture is the norms, values, assumptions, beliefs, philosophy, organizational habits, and so on (the content of organizational culture) developed over a long time by the founders, leaders and members of the organization which are socialized and taught to new members and applied in activities. organization thereby influencing the mindset, attitudes and behavior of organizational members in producing products, serving consumers and achieving organizational goals (Wirawan, 2007: 10).

An organization has a simple structure or element, namely the leader as superior, and employees as subordinates. A leader is very important in carrying out his duties and roles in an organization. The vision, mission and goals of the organization will not be realized if a leader wants it. A leader must have and demonstrate his leadership style. Every leader has a different style and way of leading. A leader's leadership is able to make his employees excel and provide the best results and performance.

Kartono (2011) defines leadership as the activity or art of influencing other people to cooperate based on the person's ability to guide other people in achieving the goals desired by the group. Leadership can only be exercised by a leader. A leader is someone who has leadership skills, has the ability to influence the opinion/opinion of a person or group of people without asking for reasons. A leader is someone who actively makes plans, coordinates, carries out experiments and leads work to achieve common goals. The influence of a leader in an institution or organization determines the appeal and goals to achieve the vision and mission.

Mc.Ashan (in Sudarmanto, 2009: 48) competence is the knowledge, skills and abilities that a person has, which become part of him, so that he can carry out certain cognitive, affectional and psychomotor behavior. According to Werther and Davis (in Sutrisno, 2012: 4) human resources are employees who are ready, capable and alert in achieving organizational goals.

Competence is the ability to carry out or carry out a job or task that is based on skills and knowledge and is supported by the work attitudes required by the job. Competency shows skills and knowledge that are characterized by professionalism in a particular field as the most important or superior in that field. Because in general competency concerns a person's basic ability to do work (Moeheriono, 2009). So far, many government agencies do not have employees with adequate competence, this is proven by the low productivity of employees and the difficulty of measuring employee performance (Sriwidodo and Agus Budhi, 2010).

Organizations certainly want to have employees who excel, because having employees who excel can indirectly provide excessive profits for the agency. Apart from that, by having employees who excel, the organization can also improve its performance. One factor to improve employee performance is motivation. Motivation is one of the factors that is very necessary in managing human resources. With directed work motivation

Hypothesis

A hypothesis is a temporary answer to a research problem. The formulation of the hypothesis in this research is as follows:

H1: Organizational culture has a positive and significant effect on the motivation of Surakarta City Government employees

- H2: Leadership has a positive and significant effect on the motivation of Surakarta City Government employees.
- H3: Competency has a significant positive effect on the motivation of Surakarta City Government employees
- H4: Organizational culture has a positive and significant effect on the performance of Surakarta City Government employees
- H5: Leadership has a positive and significant effect on the performance of City Government employees Surakarta
- H6: Competency has a positive and significant effect on the performance of City Government employees Surakarta.
- H7: Motivation has a positive and significant effect on the performance of Surakarta City Government employees.
- H8: Motivation Mediates Organizational Culture, Leadership and Competence on the performance of Surakarta City Government employees.

2. Research Methods

The sampling technique used was convenience sampling, with this method 40 respondents were selected as samples. Data collection used observation and questionnaire methods. The variables used in this research are organizational culture, leadership and competence as independent variables and performance as the dependent variable and motivation as a mediating variable. Data analysis was carried out in the form of validity tests, reliability tests, linearity tests, F tests, coefficient of determination tests (R²). path analysis test, t test, path analysis, which is a form of multiple regression developed which aims to provide an estimate of the importance and significance of a hypothetical cause and effect relationship in a set of variables.

Causality relationships are used as path and intervening analysis. This research uses motivation as an intervening variable for competency, leadership and organizational culture variables on performance.

$$Y1 = \alpha + \beta1X1 + \beta2X2 + \beta3X3 + e1 \dots\dots\dots (1)$$

$$Y2 = \alpha + \beta1X1 + \beta2X2 + \beta3X3 + \beta4X4 + e2 \dots\dots\dots (2)$$

Information:

Y2: Performance, X1: Organizational Culture

X2: Leadership, X3: Competence

X4/Y1: Motivation, B1... β : Regression coefficient

e1...e2 : Residual

3. Research Result

A. Model feasibility test (F test)

The F test results gave a result of 14.520, with a significance of 0.000. Based on these results it can be said that the F test or model feasibility test states that the model used in this research is feasible.

B. Test the coefficient of determination

The results of the Coefficient of Determination test or R Square (R²) obtained a value of 0.542. These results indicate that the independent variables examined in this research can influence the dependent variable by 54.2% and variables that are not influenced by 45.8%.

C. Path test results.

Results of Path Analysis of Equation I

$$Y_1 : - 0.064 X_1 + 0.716 X_2 + 0.130X_3$$

Sig (0.688) (0.000) (0.325)

Results of Path Analysis of Equation II

$$Y_4 : 0.129 X_1 - 0.178 X_2 + 0.548 X_3 + 0.389X_4$$

Sig(0.387) (0.327) (0.000) (0.016)**

D. Mediation Variable test results

The results of the mediation analysis are presented in Table 1 as follows:

Variable	Performance		
	Melalui Motivasi	Direct	Information
Organizational culture	-0.064+0.389	0.129	Mediating
Leadership	0.716+0.389	- 0.178	Mediating
Competency	0.130+0.389	0.584	non-mediating

Based on table 1, the results show that motivation mediates the influence of organizational culture and leadership, while competence is not mediated by motivation on performance.

4. Discussion

A. The Influence of Organizational Culture on Motivation

The research results show that the influence of the Organizational Culture variable on Motivation is the t value: - 0.064 with a significance of 0.688. This means that organizational culture has no effect on motivation. Organizational culture is improved, motivation does not necessarily increase. On the other hand, organizational culture is reduced, motivation also does not necessarily decrease. These results support previous research conducted by Brahmasari and Suprayetno (2008) where in their research organizational culture had no effect on performance.

B. The Influence of Leadership on Motivation

The research results show the influence of leadership on motivation with a t value: 0.716 and a significance of 0.000. These results show that leadership has a positive and significant effect on motivation. This means that if leadership is improved, the motivation of Surakarta City Government employees will increase. The opposite situation is that if leadership is reduced then motivation decreases. It can be said that the level of motivation depends on leadership. These results are in accordance with Ningsih's (2016) research, where in her research she said that leadership has a positive and significant effect on motivation.

C. The influence of competence on motivation

The research results show that the influence of competency on motivation is t value: 0.130 and significance is 0.32. This means that competency has no effect on motivation. This result means that if competency is increased then the motivation of Surakarta City Government Employees will not necessarily increase significantly, conversely if competency decreases then motivation will not necessarily decrease. The findings of this research do not support the results of previous research conducted by Rande (2019) where in this research Competence had a positive and significant effect on Performance. This is acceptable because employees who have high competence do not necessarily have high motivation.

D. The Influence of Organizational Culture on Performance

The research results show that the influence of organizational culture on motivation is t value: 0.129 and significance is 0.387. This means that organizational culture has no effect on performance. If organizational culture is improved, the performance of Surakarta City Government Employees will not necessarily improve significantly. On the other hand, if organizational culture declines, performance will not necessarily decline. This result is in accordance with the research results of Luthans, 2004, which states that organizational culture has no effect on performance.

E. The Influence of Organizational Leadership on Performance

The results of the research show that the influence of leadership on work is t value: -0.178 and significance is 0.327. This means that leadership has no effect on performance. If leadership is improved, the performance of Surakarta City Government Employees will not necessarily improve significantly. On the other hand, if leadership is reduced then performance will not necessarily decrease. This result is in accordance with research by Kartini Kartono, 2006 which states that leadership does not affect performance.

F. The Effect of Organizational Competence on Performance

The research results show that the influence of competency on motivation is t value: 0.548 and significance is 0.000. This means that competency has a positive and significant impact on performance. This result means that if competency is improved, the performance of Surakarta City Government Employees will increase significantly. On the other hand, if competence decreases, performance also decreases. These results are in line with Ahmad, Mauledy's research. Marwan. 2015, which states that competence has a positive and significant effect on performance.

G. The Influence of Organizational Motivation on Performance

Motivation has a positive and significant effect on performance. The research results show that the influence of motivation on performance is t value: 0.389 and significance is 0.016. This means that motivation has a positive and significant effect on performance. This result means that if motivation is increased, the performance of Surakarta City Government Employees will increase significantly. On the other hand, if motivation decreases, performance also decreases. The results of this research support research conducted by Giantari and Riana (2017) where in their research motivation has a significant effect on performance.

H. Motivation mediates organizational culture, leadership and competence on performance

The research results show that the indirect influence of organizational culture and leadership on performance is greater than the direct influence of organizational culture and leadership on performance. This means that motivation mediates organizational culture and leadership variables on performance. The performance of Surakarta City government employees can be improved by creasing competence through motivation.

5. Conclusion

Based on the results of the analysis and discussion presented in the previous chapter, it can be concluded as follows:

1. Organizational culture has no effect on the motivation of Surakarta City Government employees. This means that organizational culture is improved, motivation may not necessarily increase. On the other hand, organizational culture is reduced, motivation also does not necessarily decrease

2. Leadership has a positive and significant effect on the motivation of Surakarta City Government Employees. This means that if leadership is improved, the motivation of Surakarta City Government employees will increase. The opposite situation is that if leadership is reduced then motivation decreases. It can be said that the level of motivation depends on leadership.
3. Competence does not affect the motivation of Surakarta City Government Employees. This result means that if competency is increased, the motivation of Surakarta City Government employees will not necessarily increase significantly. On the other hand, if competence decreases, motivation does not necessarily decrease.
4. Organizational culture has no effect on the performance of Surakarta City Government employees. This means that organizational culture is improved, its performance does not necessarily increase. On the other hand, if organizational culture is reduced, performance does not necessarily decrease.
5. Leadership has a significant positive effect on the performance of Surakarta City Government Employees. This means that if leadership is improved, the performance of Surakarta City Government employees will increase. The opposite situation is that if leadership is reduced, performance decreases. It can be said that the level of motivation depends on leadership.
6. Competency has a positive and significant effect on the performance of Surakarta City Government Employees. This result means that if competency is increased, the performance of Surakarta City Government Employees will increase significantly. On the other hand, if competence decreases, performance also decreases. So the performance of Surakarta city government employees depends on their competency.
7. Motivation has a positive and significant effect on the performance of Surakarta City Government Employees. These results mean that if motivation is increased, the performance of Surakarta City Government Employees will increase significantly. On the other hand, if motivation decreases, performance will also decrease. So the performance of Surakarta city government employees depends on motivation.
8. Motivation mediates organizational culture and leadership on performance. The research results show that the influence of organizational culture and leadership on performance will be stronger through motivation, while the influence of competence on performance will be smaller if through motivation.

Recommendations

Based on the discussion and research conclusions of the Surakarta City Government, the following recommendations are made:

1. To increase motivation, this is done by improving good leadership so that performance increases.
2. Improving performance can be done by increasing competence and motivation.
3. To improve employee performance, this is done by improving organizational culture and leadership through motivation.

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