

Work motivation and leadership on the performance of employees as predictors of organizational culture in broadcasting commission of Riau islands province, Indonesia

Chablullah Wibisono*, Nurhatsiyah and Feri Gustiawan

Faculty of Economics, University of Batam, Indonesia

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ABSTRACT

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This paper presents a survey to measure the effects of work motivation and leadership on the performance of employees as predictors of organizational culture in broadcasting commission of Riau islands province, Indonesia. There are two dependent variables namely mediating variables (moderating variable) consisting of Cultural Organization, and the dependent variable (dependent variable) consisting of Employee Performance. Using a questionnaire designed in Likert scale, the survey distributes 120 questionnaires among the surveyed people and manage to collect 101 properly filled ones. Using structural equation modeling, the survey has confirmed the effect of work motivation to latent variable, Cultural Organization. The survey also confirms that the performance changes were affected by Motivation, Leadership, and Organizational Culture.

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1. Introduction

The development of human resource in an organization aims to improve the quality of their performance. Along with an increasingly dynamic environment of increasing global competition infrequently changing technology and information technology, employees must become change agents because of the increasingly diverse demands of society. Each of them must possess high work motivation and leadership. Leadership style is the norm of behavior used by someone when the person is trying to influence the behavior of others. The success of employees in realizing efficient performance depends on their leadership style. Efficient work performance can only be achieved by matching their responses to situations. Effective leadership depends on the number of factors, no useful direction for all conditions or circumstances. Therefore, the elements and style of leadership strongly influence the creation of the climate and work motivation in organizational situations. Poor leadership leads to a destruction of work atmosphere, decreasing productivity and enthusiasm of work, adding to frustration, increase aggressiveness and cause many open and closed conflicts or cause much social unrest and others. Subordinates will not be motivated to attain a high level of productivity unless they consider a high price for realistic, achievable leadership (Sadeghi & Rad, 2018).

* Corresponding author.

E-mail address: chablullahwibisono@gmail.com (C. Wibisono)

1.1. Formulation of the problem

The problems faced by the government of Riau province are related to the work motivation and leadership as predictors of organizational culture in the broadcasting commission of Riau islands province, Indonesia. Several problems that have arisen are whether work motivation and leadership are predictors of corporate culture, whether work motivation and leadership are direct predictors to work culture, and whether work motivation and leadership are direct predictors of employees performance, and the other problem that needs to overcome is to identify if there is any organizational culture affecting on employee performance.

1.2. Scope of problem

Many variables affect performance variables as dependent variables, such as motivation, compensation, competency, work environment, communication, leadership, organizational culture and there are other variables used as predictors. However, because of the problems that allegedly occurred in Riau Islands KPID Institutions related to the variables of motivation, leadership, organizational culture, performance, these variables are to be researched and the other reason is that of the time constraints. Variables proposed for the research is needed to overcome the problems that occurred in Riau Islands KPID.

1.3. Purpose of Research

Based on the problems previously mentioned this research is conducted which aims to analyze the motivation to work and leadership as predictors of organizational culture in the Regional Information Broadcasting Commission Riau Islands Province and the motivation to work and the direction as a direct predictor of the performance of employees in the Regional Information Broadcasting Commission Riau Islands Province.

2. Literature Review

2.1. Motivation as a predictor of organizational culture

Work motivation is an impulse of will that affects the behavior of workers to try to improve the performance due to the belief that the improved performance has benefits for themselves. Spiritual moral can be defined as the practice of moral values based on the purpose of life that is to develop all the skills to give benefits in a coordinated manner. Whatever God has bestowed upon the man both mental and physical abilities must be used as pleasant as possible. The use of the skills must be adjusted and regulated otherwise they are no longer useful activities. Humans are responsible for acts committed, something that is contemplated and planned. Everybody is obliged to save and improve the welfare of his soul and the protection of their fellow human being (Wibisono, 2002). Trust is bred from honesty and trustworthiness, that is true to yourself and purify yourself.

Leadership

Muenjohn and Armstrong (2008) stated that there are five characteristics of leaderships namely (1) enthusiastic defined as immediately adjust everything and communicate to other people/employees, (2) confident in their abilities, (3) True to heart, tenacious, resilient, demanding high standards, supporting respect not mere popularity (4) To be honest, that is true to them, purify yourself, trustworthiness and honesty that breeds trust (5) Warm, warmth in interpersonal relationships, caring for others and attentive (6) Humility, namely willing to listen and bear the guilt, not arrogant and overbearing/force.

2.2. Organizational culture

Organizational culture is norms and values that guide the behavior of members of the organization. Each member should behave by the prevailing culture, to be accepted by the environment. According to Robbins (2003), organizational culture refers to a system of shared beliefs held by members that

distinguish one organization from the others. Corporate culture is a pattern of beliefs and values understood and lived out (divided) by members of the team so that the model gives its meaning for the organization and the basis of the rules of behavior in the group (Sobirin, 2015).

There are seven characteristics of Organizational Culture. Firstly, Innovation and risk-taking. It is about how far an organization supported employees to be innovative and take risks. Second is attention to detail related to how the employees are expected to show the accuracy, analysis, and attention to details, third is orientation results measuring how far the management focuses on results rather than the techniques and processes used to achieve those results. Fourth, orientation people. It estimates how the management decisions take into account the effects on people within the organization.

Next is orientation team measuring how far the work activities are organized around rather than individuals. The sixth characteristic is aggressiveness in connection to the aggressiveness of the employee, and the last one is the stability. The organization emphasizes the maintenance of good organizational culture. By assessing the team based on those seven characteristics, the global overview of the organization's culture is obtained and become the basis for a mutual understanding of the members of the team, how the affair is settled in it, and the way members behave (Robbins, 2003; Shafiq & Qureshi, 2014).

2.3. Performance

The term performance is derived from the Job Performance or Actual Performance that is actual job performance or achievements attained by someone. The definition of employee performance is the result of the quality and quantity of work accomplished by an employee in carrying out their duties by the responsibilities given to him. The quality of employee behavior or results achieved are fundamentally determined by skills and ability of the employee concerned (Alwi et al., 2001). Besides, it was also determined by the motivation and opportunity (Robbins, 2003). There are various dimensions of performance, many of them are not related with each other. Someone may be very high in one aspect and low in the different sizes.

There are three factors that affect performance consisting of first, individual factors namely ability, skill, family background, work experience, a level of social and demographic someone. Second, psychological factors namely perception, role, attitude, personality, motivation and job satisfaction, and third is the organizational factors namely organizational structure, job design, leadership, awards system (reward system). According to Mathis and Jackson (2011), performance is affected by the individual's ability, motivation, support received, the existence of the work they do, and their relationship with the organization.

Relationships between variables or a conditional statement which is an allegation or a guess on what the researchers observed in the effort to understand it needs to be tested. A hypothesis must demonstrate a clear structure to determine the variable type and direction of the relationship between variables, whether positive or negative. From the formulation of the problem observed and by using the theories presented a conceptual model of the research can be made as follows. First, motivation as a predictor of organizational culture. Second, leadership as a predictor of corporate culture. Third, motivation, leadership simultaneously as predictors of work culture. Fourth, motivation as a predictor directly to employee performance fifth, leadership as a direct predictor of the performance of employees. Sixth, work motivation, leadership simultaneously directly affects employee performance, and the last the organizational culture effect on employee performance (See Fig. 1).

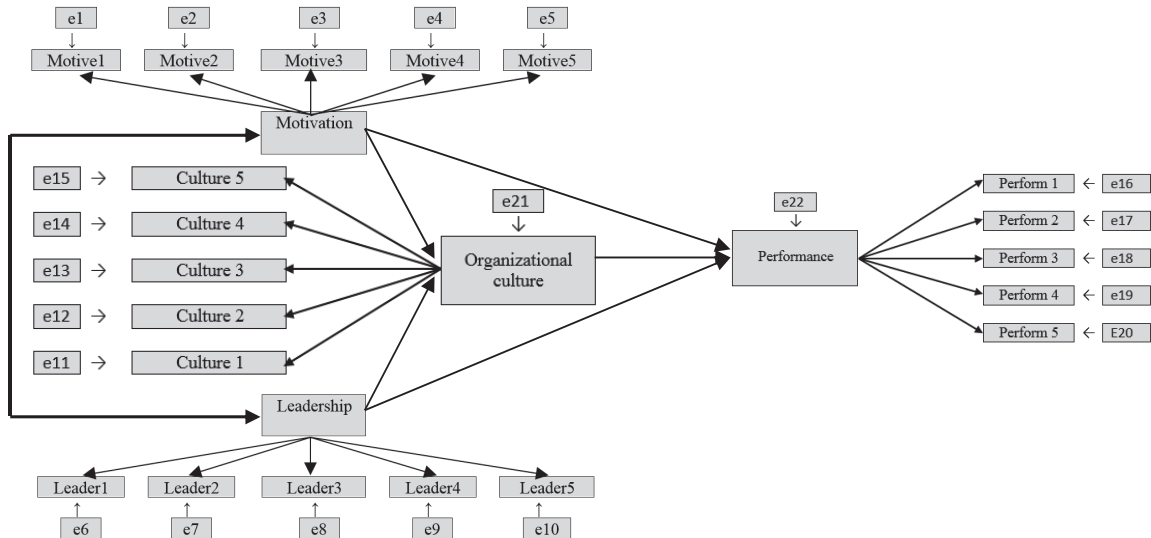


Fig. 1. Causality Model Motivation, Leadership, Organizational Culture and Performance Variables

3. Research Methodology

In this research, the variables can be divided into independent and dependent variables. Independent variable is a variable that affects other variables consisting of Work Motivation(X1) and Leadership (X2). The dependent variable is the variable that is affected by the independent variable. In this research, there are two dependent variables namely mediating variables (moderating variable) consisting of Cultural Organization(Y), and the dependent variable (dependent variable) consisting of Employee Performance (Z).

3.1. Population and Sample

3.1.1 Population

The community is a collection of the whole object to be measured in the research (Donald & Pamela, 2003). The people in this study is all employees within KPID Riau Island. The total numbers of the employees are 101 persons. The data obtained are determined based on the theory that if the population is less than 100, then it is better taken all, but if there is a large number of subjects or the subjects are more than 100, then 10-15% or 10-25% of the population can be taken. The sampling technique used is in the category of non-probability sampling (Donald & Pamela, 2003). According to the characteristics, based on the samples obtained that is all structural employees so that the technique of non-probability sampling selected is a technique judgmental (purposive). This method is chosen to ensure that only the samples that have elements previously set by researchers will be taken as a sample (Donald & Pamela, 2003).

Table 1

Populations details: Member of the Commission, Civil Servants, and Employees in Environmental KPID Riau Islands 2013

(1) Employment status	(2) Male	(3) Female	(4) Number
Commission Members	10	2	12
Civil Servants (PNS)	19	9	28
Employee	33	28	61
Total number	62	39	101

Source: Secondary Data (KPID of Riau Islands, 2016)

3.1.2 Sample

The sample is an element of the population selected to represent the people in the research (Donald & Pamela, 2003). In this Cut-off, sample size adapted to the analysis model used that is Structural Equation Model (SEM). Related to that, the sample size for SEM utilizing the model estimation Maximum Likelihood Estimation (MLE) is 100-200 samples (Hair et al., 1998), or as much as 5-10 times the number of parameters estimated (Ferdinand, 2002). In this research, the names of respondents are 101 respondents, and the numbers of the samples using the census are 101 respondents.

3.2 Validity Test

Validity and reliability of the questionnaire (a list of statements) are performed to determine the ability of the survey to measure what should be measured and the consistency of it. The poll used in this research is the unknown level of validity and reliability. Therefore validity test was conducted and the safety of each item statement from a list of comments was used in this research. Criteria for validity testing is to compare r_{count} to a table, at the significant level of 95% or $\alpha = 5\%$ according to Sugiyono (2009: 115). The statement item is valid at significant level of 95% or $\alpha = 5\%$ if the item has a statement of $r_{\text{account}} > r_{\text{standard}} = 0.30$. For every question is the coefficient of product moment correlation between the scores of each question to the total score of all items for a variable which is denoted as Corrected Item-Total Correlation on the calculation results of SPSS for each statement of a variable. To test the reliability of a statement from a list of the variables Cronbach's Alpha coefficients were used. Cronbach's Alpha coefficient indicates the level of security of the questionnaire According to Bryman and Bell (2015), a variable construct is said to be reliable if it had a Cronbach's value > than 0.60.

Table 2

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded	0	0.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Table 3

Reliability Statistics

Cronbach's Alpha	N of Items
0.909	20

Calculation of product moment correlation coefficient and Cronbach's Alpha were performed with SPSS for Windows version 20.0, on sub-menu in the menu Analyze Scale. The results of processing/calculation correlation coefficient Corrected Item-Total Correlation, and Cronbach's Alpha coefficients are presented in Appendix 5. The motivation (X1), Leadership (X2), Cultural Organization (Y1) and Performance (Y2) of each variable are measured with five statements as presented in the questionnaire in the appendix. The r_{count} coefficient (Corrected Item-Total Correlation) of the five explanations of each of these variables obtained by processing SPSS version 20.0 is presented in the appendix. In Table 4, all statements having r_{count} (Corrected Item-Total Correlation) > 0.3 can be seen. Thus it can be stated that all variables comment items namely work motivation (X1), Leadership (X2), Cultural Organization (Y1) and employee performance (Y2) are valid, so all of them were included in further analyses. Table 4 shows the value of r_{count} (corrected item-total correlation). The amount of fixed item-total correlation of all items statements > 0.30, except for the account of Y2.3 (.210 < 0.30 is invalid and cannot be used). It means that all comments other than Y2.3 are valid as a measurement variable.

Table 4
The results of scale mean

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X1.1	78.53	81.568	.493	.906
X1.2	78.90	75.266	.812	.898
X1.3	78.87	80.533	.496	.906
X1.4	79.03	75.344	.576	.904
X1.5	78.77	78.944	.665	.902
X2.1	79.13	78.464	.522	.905
X2.2	79.17	77.523	.617	.903
X2.3	79.33	76.851	.607	.903
X2.4	79.87	73.637	.685	.900
X2.5	79.47	75.706	.459	.910
Y1.1	78.70	78.355	.699	.901
Y1.2	78.80	80.028	.436	.907
Y1.3	78.83	75.868	.732	.899
Y1.4	78.97	74.378	.817	.897
Y1.5	78.67	79.195	.611	.903
Y2.1	78.33	83.609	.307	.909
Y2.2	78.97	78.447	.544	.904
Y2.3	78.60	83.007	.210	.912
Y2.4	78.67	79.747	.408	.908
Y2.5	78.67	79.471	.492	.906

Table 5
The summary of scale

Mean	Variance	Std. Deviation	N of Items
105.43	110.185	10.497	25

3.3. Reliability test

Reliability test is intended to measure the level of consistency of research instruments. In this research the test was conducted through Confirmatory Factor Analysis, and if the value of Cronbach's alpha is greater than or equal to 0.70 means that the instrument is reliable. However, this measure can be biased in some circumstances (Ferdinand, 2002) so that values below 0.70 can be permitted, especially for exploratory research (Hair et al., 1998). According to Sekaran (2000) if the value of Cronbach's alpha is smaller than 0.60, it is categorized as considered, while in the range of 0.70 (0.60 to 0.80) it is classified as acceptable, and above 0.80 it is categorized as either recognized or accepted. Based on The results presented in Table 5 and Table 6, because there is no value construct reliability that is less than 0.60 then all constructs in this research is feasible for use in the model. Thus, all the attributes in these variables were consistent and trustworthy (reliable) and can be used for further research. With the reliability test, the information obtained that is the respondents' answers to the questionnaire, showed consistency so that the results of the acquisition scores of the survey can be used and analyzed further.

4. Results and findings

4.1. Research results

The research has been undertaken not to produce a model, but it is intended to confirm the hypothesis through empirical data models. The model of explanation is as presented earlier about the framework. Meanwhile, the observed data were obtained from 101 respondents out of 120 respondents planned. Each respondent was asked to answer a questionnaire that had been tested for validity and reliability associated with the variable Work Motivation, Leadership As Predictors Of Employee Performance through Organizational Culture.

Table 6

The results of the assessment

Variable	min	max	skew	c.r.	kurtosis	c.r.
Motive5	2.000	5.000	-.509	-2.089	-.312	-.641
Motive4	2.000	5.000	-.532	-2.181	-.215	-.441
Motive3	3.000	5.000	-.159	-.651	-1.154	-2.368
Motive2	3.000	5.000	-.249	-1.022	-.978	-2.007
Motive1	3.000	5.000	-.221	-.908	-1.114	-2.285
Multivariate					19.654	11.804

Table 7

Assessment of normality (Group number 1), Leadership Variables

Variable	min	max	skew	c.r.	kurtosis	c.r.
Leadership5	2.000	5.000	-.324	-1.328	-.603	-1.237
Leadership4	2.000	5.000	-.356	-1.462	-.602	-1.235
Leadership3	2.000	5.000	-.145	-.596	-.793	-1.627
Leadership2	3.000	5.000	.066	.270	-1.252	-2.568
Leadership1	3.000	5.000	.032	.131	-1.195	-2.451
Multivariate					17.298	10.389

Table 8

Assessment of normality (Group number 1) Organizational Culture Variables

Variable	min	max	skew	c.r.	kurtosis	c.r.
Culture5	2.000	5.000	-.243	-.998	-.574	-1.177
Culture4	2.000	5.000	-.323	-1.324	-.728	-1.494
Culture3	2.000	5.000	-.149	-.610	-1.178	-2.417
Culture2	2.000	5.000	-.198	-.812	-.944	-1.937
Culture1	2.000	5.000	-.337	-1.384	-.817	-1.675
Multivariate					23.058	13.849

Table 9

Assessment of normality (Group number 1) Performance Variables

Variable	min	max	skew	c.r.	kurtosis	c.r.
Performance5	2.000	5.000	-.169	-.694	-1.080	-2.215
Performance4	2.000	5.000	-.200	-.822	-.851	-1.746
Performance3	2.000	5.000	-.247	-1.012	-.995	-2.041
Performance2	2.000	5.000	-.206	-.845	-1.062	-2.180
Performance1	2.000	5.000	-.281	-1.152	-1.014	-2.080
Multivariate					13.645	8.195

Table 10

Standardized Regression Weight (Lambda) Motivation (MOT), Leadership (KEP), Organizational Culture (BUD) and Performance Indicators (KIN)

			Estimation
BUD	←	MOT	.237
BUD	←	KEP	.741
KIN	←	MOT	.144
KIN	←	KEP	-.004
KIN	←	BUD	.873

From Table 10 and Table 11, it can be seen that all latent variables indicators have standardized estimate (regression weight) of loading factor or lambda (λ_i) > 0.50, the critical value CR > 2,000 and the probability value less than 0.05 (***), except for motivational variables on the performance which has

standardized estimate (regression weight) of marginal factor loading, and variable has normalized assessment (regression weight) in the form of loading factor lambda (λ_i) > 0.50 or $-0.028 < 0.5$ and CR $0.977 < 2$.

Table 11

Regression Weight (Lambda) of Leadership (KEP), Organizational Culture (BUD) and Performance Indicators (KIN)

			Estimate	S.E.	C.R.	P	Label
BUD	←	MOT	.235	.089	2.649	.008	par_20
BUD	←	KEP	.705	.102	6.916	***	par_21
KIN	←	MOT	.164	.085	1.922	.055	par_17
KIN	←	KEP	-.004	.152	-.028	.977	par_18
KIN	←	BUD	.998	.194	5.138	***	par_19

Then it can be said that all the indicators of the latent variable are valid or significant, except Performance variable to Leadership variable that is invalid or insignificant. The structural equation of work motivation (X_1), Leadership (X_2), Assumption Culture (X_3), Cultural Organization (Y) and Performance (Z) are as follows,

$$\begin{aligned} H_1: Y &= \gamma_{y.x1} X_1 + e_1, \rightarrow \text{Direct Effect } X_1 \text{ to } Y, \\ H_2: Y &= \gamma_{y.x2} X_2 + e_1, \rightarrow \text{Direct Effect } X_2 \text{ to } Y, \\ H_3: Y &= \gamma_{yx1} X_1 + \gamma_{yx2} X_2 + e_1, \rightarrow \text{Direct Effect } X_1, X_2, \text{ to } Y, \\ H_4: Z &= \gamma_{z.x1} X_1 + e_2, \rightarrow \text{Direct Effect } X_1 \text{ to } Z, \end{aligned}$$

$$\begin{aligned} H_5: Z &= \gamma_{z.x2} X_2 + e_2, \rightarrow \text{Direct Effect } X_2 \text{ to } Z, \\ H_6: Z &= \gamma_{z.x1} X_1 + \gamma_{z.x2} X_2 + e_2, \rightarrow \text{Direct Effect } \\ &X_1, X_2, \text{ to } Z, \\ H_7: Z &= \beta_{zy} Y_1 + e_2, \rightarrow \text{Direct Effect } Y \text{ to } Z \end{aligned}$$

Model testing was performed by using the regression coefficients for the work motivation (X_1), Leadership (X_2), Cultural Organization (Y) and Performance (Z) variables. Table 12 shows the results of the standardized direct effects.

Table 12

Standardized Direct Effects (Group number 1 - Default model), Work Motivation (MOT), Leadership (KEP), Cultural Organization (BUD) and Performance (KIN)

	KEP	MOT	BUD	KIN
BUD	.705	.235	.000	.000
KIN	-.004	.164	.998	.000

Table 13

Regression Weight of Motivation (MOT), Leadership (KEP), Cultural Organization (BUD) and Performance (KIN)

			Estimate	S.E.	C.R.	P	Label
BUD	←	MOT	.235	.089	2.649	.008	par_20
BUD	←	KEP	.705	.102	6.916	***	par_21
KIN	←	MOT	.164	.085	1.922	.055	par_17
KIN	←	KEP	-.004	.152	-.028	.977	par_18
KIN	←	BUD	.998	.194	5.138	***	par_19

Table 14

Standardized Regression Weight of Work Motivation (MOT), Leadership (KEP), Cultural Organization (BUD) and Performance (KIN)

			Estimate
BUD	←	MOT	.237
BUD	←	KEP	.741
KIN	←	MOT	.144
KIN	←	KEP	-.004
KIN	←	BUD	.873

4.2. Findings

Table 12, Table 13 and Table 14 show the effect of work motivation (MOT) to latent variables Cultural Organization (BUD). The latent variable has standardized estimate (regression weight) of 0.237 to Cr (Critical ratio = identical to the value t-test) of 2.649 on probability = 0.008, CR value $2.649 > 2.00$ and Probability $0.008 < 0.05$ indicates that the effect of latent variable work motivation (MOT) to latent variables Cultural Organization (BUD) is significant positive. Compliance with the theory that motivation, in the theory of organizational culture, means something invisible or visible, but it does not reflect the actual behavior (although in some cases, reflect too). While imaging means emphasizing on perception than the real job or high performance. In theory, analysis of organizational culture is an agreement among the behaviors of employees in the organization, which is described by always trying to create efficiency, error-free, focused attention on the results and the interests of employees, as well as the creative and accurate line of duty (Joy, 2014). The effect of Leadership (KEP) latent variables to the Cultural Organization (BUD) latent variables has standardized estimate (regression weight) of $0.741 > 0.50$ to Cr (Critical ratio = identical to the value t-test) of 6.916 on a probability = ***. CR value $6.916 > 2.000$ and Probability *** < 0.05 indicating that the effect of Leadership (KEP) latent variables to the Cultural Organization (BUD) latent variables is the significant positive. The theory that supports these findings stated by Surakhmad (2009: 114) that the constitution contains a strong ideology to the maintain nation's culture. The employees of KPID should be able to be a strong fortress to cultural degradation and demoralization of civilization, on the other hand, be a motivator for the growth and development as well as the wealth of cultural power as the highest values of ethics, aesthetics, science, and technology nationwide in the broadest sense. The Indonesian people still have much to learn to develop the culture of Pancasila as the national culture directing to the future progress. The effects of work motivation (MOT) to Cultural Organization (BUD) is insignificant positive, effect Leadership (KEP) to Cultural Organization (BUD) is significant positive, while the effect of simultaneous work motivation (MOT) and Leadership (KEP) to the Cultural Organization (BUD) are also significant positives. The three table above shows the effect of work motivation (MOT) latent variable to Performance (KIN) latent variable which has the standardized estimate (regression weight) of 0.144 with Cr (Critical ratio = identical to the value t-test) of 1.922 on a probability 0.055. CR value $1.922 < 2.000$ and Probability $0.055 > 0.05$ indicating that the effect of work motivation (MOT) latent variable to performance (KIN) latent variable is marginal positive. The research findings are supported by the theory stated that a leader uses a leadership style in developing and motivating co-workers suited to organizational needs and specific situations. That successful or effective leadership is capable of regulating the activity of its members as directed and ineffective coordination to enable the fullest achievement of common goals. The control function can be realized through the activities of guidance, direction, coordination, and supervision (Schein, 2010).

The effect of leadership latent variables (KEP) to the Performance (KIN) latent variable has standardized estimate (regression weight) of -0.004, to Cr (Critical ratio = identical to the value t-test) of -0.028 in probability = 0.977 -0.028 CR value $< 2,000$ and Probability = 0.977 < 0.05 indicating that the effect of Leadership (KEP) latent variables to the performance (KIN) latent variable is insignificant negative. The theory that supports these findings stated that within the scope of the organization consisting of human needs that are the same, the first requirement of physical nature should become management's attention because in general, it is the motive for the people working so that they can meet the physical needs of life naturally. If the physical needs in jobs due to various circumstances cannot be met, then the tendency of people to increase revenue is higher. This trend will be negative if it is done by an employee in his work outside the predefined rules. The result will be a deviation in the task or job performance. That will lead to the widespread impact, not only in the workplace but also in the organization of society.

Due to the effect of the work motivation (MOT) latent variable to Performance (KIN) latent variable is marginal positive, while the impact of potential variables Leadership (KEP) to the hidden variable Performance (KIN) is insignificant negative, it can be stated that the effect of work motivation (MOT), and leadership (KEP) to latent variable performance (KIN) is insignificant positive. Work motivation is an impulse that will affect the behavior of workers to try to improve the performance because of a belief that the improved performance has benefits for themselves. Humans are responsible for the actions committed, something that is contemplated and planned. Everybody is obliged to save and improve the welfare of his soul and the protection of their fellow human beings (Wibisono, 2002). Application of the authoritarian style of leadership can bring benefits which include speed and decisiveness in making decisions and acting so that the productivity can increase temporarily. But the application of the authoritarian style of leadership may give disadvantages, which include tense atmosphere so that it can result in dissatisfaction and even morale damage, initiative negation, hostility, aggressiveness, complaints, absent, work moving and satisfaction.

The effect of Organizational Culture latent variables (BUD) to the Performance (KIN) latent variable has the standardized estimate (regression weight) of 0.873, to Cr (Critical ratio = identical to the value t-test) of 5,138 on probability ***. CR value 5,138 > 2,000 and Probability *** < 0.05 indicating that the effect of organizational culture (BUD) latent variables to the Performance (KIN) latent variable is significant positive. Organizational culture itself is an attempt to combat the wastage of materials and labor and the adverse symptoms. Efficiency means the best comparison between the business that has been sacrificed to the results achieved. The definition of Organizational Culture basically is the best comparison or rationality between the results obtained (Output) and the activities undertaken as well as the resources and the time used (Input). Performance is a measure that states how far the target (quantity, quality and time) has been reached. Where the greater percentage of the target achieved, the higher the performance is. Performance is how much adhesion output achieved to the expected output of some inputs (Tampubolon, 2008). It shows that the effect of organizational culture latent variables to the latent performance variables is significant positive.

The structural equation model can be made by observing standardized estimate for work motivation (X₁) Leadership (X₂), Cultural Organization (Y), and the Performance (Z) variables as follows:

$$\begin{aligned} H_1: Y &= \gamma_{y.x1} X_1 + e_1 && = 0,237 X_1 + e_1 \\ H_2: Y &= \gamma_{y.x2} X_2 + e_1 && = 0,705 X_2 + e_1 \\ H_3: Y &= \gamma_{yx1} X_1 + \gamma_{yx2} X_2 + e_1 && = 0,237 X_1 + 0,705 X_2 + e_1 \\ H_4: Z &= \gamma_{z.x1} X_1 + e_2 && = 0,144 X_1 + e_2 \\ H_5: Z &= \gamma_{z.x2} X_2 + e_2 && = -0,04 X_2 + e_2 \\ H_6: Z &= \gamma_{z.x1} X_1 + \gamma_{z.x2} X_2 + e_2 && = 0,144 X_1 + -0,04 X_2 + e_2 \\ H_7: Z &= \beta_{z.y} Y + e_2 && = 0,873 Y + e_2 \end{aligned}$$

From the above discussion it can be stated that there are five variables, two have significant positive effects, one has positive not significant effect, one has negative not significant and one has marginal positive effect as stated below:

- Hypothesis 1 (H₁): Work Motivation as a predictor of Organizational Culture, verified.
- Hypothesis 2 (H₂): Leadership as predictors of Organizational Culture is insignificant, verified.
- Hypothesis 3 (H₃): Work Motivation and Leadership effect Organizational Culture, verified.
- Hypothesis 4 (H₄): Work Motivation marginally affect performance, verified.
- Hypothesis 5 (H₅): Leadership effects performance is insignificant negative, not verified.
- Hypothesis 6 (H₆): Work Motivation and Leadership effect performance, verified.
- Hypothesis 7 (H₇): Organizational Culture effects performance, verified.

Based on test criteria, Chi-square (χ^2), Relative Chi-square (χ^2/df), RMSEA, GFI, AGFI, TLI and CFI, Goodness of Fit value as processing results of Amos for Windows version 20.0, as shown in the picture above, the following table of goodness of fit evaluation can be made as presented in Table 15.

Table 15
Goodness of Fit Evaluation

Virtue of Fit Index	Cut-off Value	Model Result	Information
Chi-square (χ^2)	It is expected that small	-1274.166	Good
Relative Chi-square (χ^2/df)	≤ 3.00	0	Good
Probability	> 0.05	0.000	Not good
RMSEA	≤ 0.08	0.128 ⁺	Marginal
GFI	≥ 0.90	0.653	Not Good
AGFI	≥ 0.90	-9.424	Not Good
TLI	≥ 0.94	0	Not Good
CFI	> 0.94	0.8703 ⁺	Not Good

*) Fulfilling Goodness of fit

+) Marginal

Observing the cut-of-value and goodness of fit of model results in Table 15 above that two criteria are fulfilled and the marginal of the eight criteria used. Criteria to be satisfied is Chi-square (χ^2) and Relative Chi-square (χ^2/df), while the minimal is RMSEA. Because standards are met, and the marginal of the eight criteria are required, then the model above can be expressed as a useful model.

The following analysis Measurement Model with a coefficient of determination work motivation (MOT), Leadership (KEP) to Cultural Organization (BUD) and the effect of work motivation (MOT), Leadership (KEP), and Cultural Organization (BUD) and the effect on performance (KIN). Analysis measurement model to the determination is used to determine the contribution of exogenous variables on endogenous variables. Square Multiple Correlation was used in the analysis. The amount of Square Multiple Correlation can be seen in Table 16.

Table 16
Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
BUD	.888
KIN	.985

Square Multiple Correlation which each value for Cultural Organization (BUD) = 0.888, for Performance (KIN) = 0.985 as shown in Table 16 above. According to Ferdinand (2002) values Square Multiple Correlation variable Cultural Organization (BUD) $R^2 = 0.888$ identical to R^2 in SPSS by 0.888 then the magnitude of Determination is the value of Square Multiple Correlation variable Cultural Organization times 100% = $0.888 \times 100\% = 88.8\%$. Thus it can be stated that the organizational culture influences the changes and work motivation, amounting to 88.8%. For Performance (KIN) $R^2 = 0.985$, then the amount of-of determination $985 = 0.985 \times 100\% = 98.5\%$. Thus it can be stated that the performance changes are affected by Motivation, Leadership, and Organizational Culture by 98.5%.

5. Conclusion and suggestion

5.1. Conclusion

From the above analysis it can be concluded that all indicators for Work Motivation (MOT), Leadership (KEP), Organizational Culture (BUD) and Performance (KIN) are Valid and significant, although if partially tested there are insignificant, negative and marginal, but if examined simultaneously the effect becomes a notable positive. These findings illustrate that empirical facts prove the different background of commission members who lead KPIDs were recruited from various backgrounds of scientific discipline and experience (journalists, radio broadcasters, academics, mubbaligh) so that it provided contributions that were partially measured effected work culture both insignificant marginal and insignificant

negative. However, if the variables were tested simultaneously, they resulted in significant effect.

5.2. Suggestion

Based on the conclusions from the research mentioned above, according to the purpose of this study, it may be advisable to KPID of Riau Islands and the advancement of science domain of economic management, it is recommended that due to the effect of latent variable work motivation (MOT) to potential variables Cultural Organization (BUD) are significantly positive, improved motivation of commission members and employees of KPID performance support. Heads and Members of the Secretariat KPID need to integrate a variety of cultural backgrounds of different organizations so that the variable motivation, leadership that has positive and negative but insignificant can be changed into a positive and significant. It is recommended that Work Motivation, Leadership, and Cultural Organization are managed simultaneously to be a more significant effect on the performance.

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