

## **Motivaton, Ability and Leadership: The Mediating Role of Organizational Culture on Employee Performance**

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### **Abstract:**

*The results of research conducted with primary data from filling out the questionnaire, it was found that respondents who stated strongly agreed that variables affect performance (52%), \motivation (43%), ability (60%), leadership (56%), and organizational culture (60%). Based on the results of the calculation of the cross coefficient on the path analysis that the total effect of motivational factors, abilities, leadership, and organizational culture has a positive effect on employee performance. Thus the hypotheses which state that motivation, ability, and leadership factors have a positive effect on the performance of the Irrigation Service Office employees in Bondowoso are accepted. Organizational culture that is applied in the Irrigation Service Office at Bondowoso suggested that it prioritizes a work climate that is able to adjust to the situation and conditions of employees and leaders, is expected to continue to increase employee motivation by not ignoring the rights and interests of the employees concerned.*

**Key Word:** *motivation, ability, leadership*

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### **I. Introduction**

The Irrigation Service Office at Bondowoso has the respective responsibilities and functions. The phenomenon of the problem that occurs is that the authority and responsibility provide a consequence of a fairly heavy workload both physically and psychologically for the employees of the Irrigation Service Office at Bondowoso. On the other hand, the availability of personnel who have the appropriate competence is still very limited, especially for field employees as the spearhead of the Irrigation Service Office at Bondowoso.

Research on the effect of motivation, ability and leadership has been investigated (Brahmasari, 2013). The results of the study show that motivation, ability and leadership jointly influence performance. The role of organizational culture as mediation has also been investigated by several researchers including Wati and Yuniarianto, 2020 and Yuliastuti, 2020, which shows that organizational culture acts as a mediator on employee performance.

### **II. Literature Review**

Robbins and Judge (2015), states work motivation as a willingness to carry out high efforts to achieve organizational goals that are conditioned by the ability of efforts to meet certain individual needs. Furthermore according to Mangkunegara (2001: 93), outlines motivation as a condition that moves employees to be able to achieve the goals of their motives. Motivation can also be said as energy to generate impulses within. While motivation according to Hasibuan (2016: 219) is the provision of a driving force that creates the excitement of one's work so that they want to cooperate, work effectively and be integrated with all their efforts to achieve satisfaction. As quoted by Manullang (2008: 193-194), Terry argues that motivation is a desire in someone who drives him to act something. Ability means the capacity of an individual to perform various tasks in a job. (Robbins and Judge, 2015: 57). From these notions it can be concluded that ability is the ability or ability of an individual to master an expertise and is used to do a variety of tasks in a job. Gibson (1997) defines physical and mental abilities that people have to carry out a job. Snell (1992) argues that if the ability of employees is low will use the time of effort that is greater than the employees who have high ability to complete a job. As an effort to increase work productivity, employees to obtain high achievements in addition to the need for change (change), which is no less important is to drive employees. The task of moving is one of the leader's tasks. Leadership is one of the determinants of an organization's success in achieving its goals. Even in a broader context, it is believed that the progress of a nation and state is largely determined by the leadership of the country's own leaders. According to Pareke (2001), leadership is a process whereby a person, namely a leader influences subordinates without coercion to achieve organizational goals. Therefore the high and low efforts made by subordinates to carry out the work or field of duty, largely determined by the effectiveness of

the influence given by the leader. Organizational culture is defined as a cognitive framework that includes attitudes, values, norms and shared expectations shared by members of the organization (Greenberg and Baron, 2006). The constructs of organizational culture, in organizational studies and sociology often overlap with the organizational climate construct.

### III. Method

The conceptual framework of this research is the role mediating role of organizational culture on the effect of motivation, ability, and leadership on employee performance providing a model configuration that motivation is very important for improving the performance of Irrigation Service Office at Bondowoso.

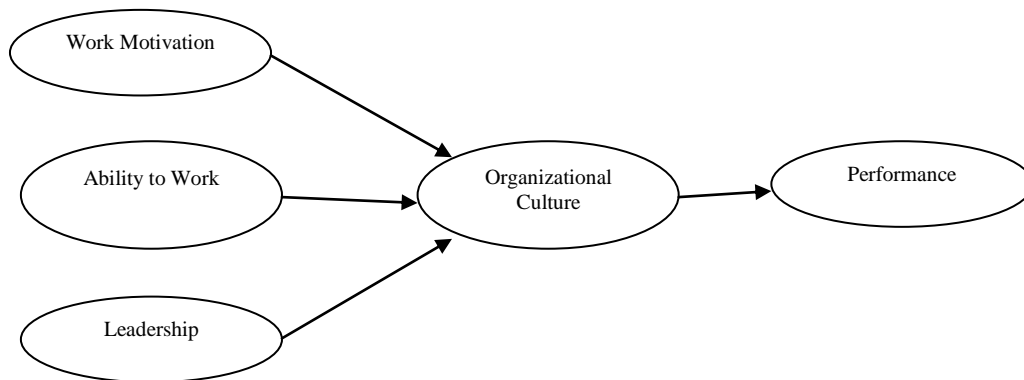


Figure 1 : The Conceptual Framework

### Hypotheses

- a. Work motivation has a significant effect on the employee performance of the Irrigation Service Office at Bondowoso
- b. Ability to work has a significant effect on the employee performance of the Irrigation Service Office at Bondowoso.
- c. Leadership has a significant effect on the employee performance of the Irrigation Service Office at Bondowoso.
- d. Work motivation has a significant effect on the organizational culture of the Irrigation Service Office at Bondowoso.
- e. Ability to work has a significant effect on the organizational culture of the Irrigation Service Office at Bondowoso.
- f. Leadership has a significant effect on the organizational culture of the Irrigation Service Office at Bondowoso.
- g. Organizational culture has a significant effect on the employee performance of the Irrigation Service Office at Bondowoso

Respondents from this study were employees at Irrigation Service Office, Bondowoso. This study is analyzing the relationship of each independent variable to the dependent variable. This research was conducted in five

### IV. Result

The respondent's description discusses the individual characteristics which are broken down according to sex, last education level, class / rank and the length of service of the irrigation worker. Based on gender, 66% of men with education level, 38% of respondents with high school education, with .15 years of service as many as 48% of respondents. Furthermore, the path analysis results show that the magnitude of direct and indirect influences as well as the total influence of motivation (X1), ability (X2), and leadership (X3) as independent variables on employee performance (Y) as dependent variables through organizational culture (X4) as an intermediate variable then calculates the residual variable (e) or residual variable, that is, variables other than the independent variable and intermediate variables that also affect the dependent variable but are not included in the research model.

**Table 1** Path Analysis

Hypotesis	Independent	Dependent	Beta ( $\beta$ )	t-value	$\rho$ -value
	Variable	Variable			
1	Motivation (X1)	Organizational Culture (X4)	0,199	3,418	0,016
2	Ability (X2)	Organizational Culture (X4)	0,326	2,383	0,021
3	Leadership (X3)	Organizational Culture (X4)	0,048	3,339	0,044
4	Motivation (X1)	Performance (Y)	0,238	3,677	0,010
5	Ability (X2)	Performance (Y)	0,304	3,228	0,031
6	Leadership (X3)	Performance (Y)	0,097	3,673	0,004
7	Orrganizational Culture (X4)	Performance (Y)	0,195	3,373	0,018

Source: processed data, 2020

**Table 2.** Calculation of Direct Effects, Indirect Effects and Total Effect

Explanation	Direct Effect	Indirect Effect	Total Effect
	(A)	(B)	C = A + B
X1 on X1			
X1 → Z	0,199	-	0,199
Residual ( $\epsilon_1$ )			0,998
X2 on X2			
X2 → Z	0,326	-	0,326
Residual ( $\epsilon_1$ )			0,996
X3on X3			
X3 → Z	0,048	-	0,048
Residual ( $\epsilon_1$ )			0,952
Z on Y			
Z → Y	0195	-	0195
Total Effect	0195	-	0195
X1 on Y			
X1 → Y	0,238		0,238
X1 → Z → Y	-	0,013	0,013
Total Effect	0,238	0,013	0,169
Residual ( $\epsilon_1$ )			0,911
X2 on Y			
X2 → Y	0,304		0,304
X2 → Z → Y	-	0,023	0,023
Total Effect	0,304	0,023	0,273
Residual ( $\epsilon_1$ )			0,856
X3on Y			
X3 → Y	0,097		0,097
X3 → Z → Y	-	0,013	0,013
Total Effect	0,097	0,013	0,013
Residual ( $\epsilon_1$ )			0,888

Source: Processed data, 2020

Based on the results of the calculation on the cross coefficients in Table 2, it appears that the total effect of the motivational factor (X1) on organizational culture is 19.9% which is a direct influence. The ability (X2) to organizational culture is 32.6% which is a direct influence. Leadership (X3) to organizational culture is 4.8% which is a direct influence. Organizational culture variables have a total direct effect on performance (Y) of 19.5%. Motivation variable (X1) on performance (Y) was 16.9%. Residual variable ( $\epsilon_2$ ), namely variables other than X1 and Z for the performance was 91.1%. The ability variable (X2) on employee performance (Y) is 30.4. Thus the hypothesis that motivation, ability, and leadership factors have a positive effect on the employee performance of the Irrigation Service Office at Bondowoso is proven or accepted.

Implementation of the effect of motivation on organizational culture is explained by the increase in motivation which is perceived directly to have a positive effect on overall employee performance. It shows that work motivation can affect organizational culture. Motivation has a positive effect on organizational culture.

That means motivation is in the same direction with organizational culture. Motivation as an employee booster will enhance the culture of the organization.

Implementation of work motivation in enhancing organizational culture: There is encouragement of the vision and mission with the socialization of employees to strengthen the vision and mission of the Irrigation Service Office at Bondowoso. They will provide irrigation training to all employees in accordance with their groups and provide operational allowances and conduct assessments for achievers who are achieving to a higher level. The organizational culture is affect employee performance, so that performance must continue to improve. Organizational culture depends on each individual but inevitably an employee must continue to work optimally. Organizational culture that has been received is a result of the spread of trust and values that develop within the agency and directing employees to better behavior. Based on the value of the structural equation path coefficient, organizational culture needs to be strengthened so that the influence on performance is even stronger. For this reason, ongoing socialization is needed by encouraging organizational culture to become a day-long practice. These innovations continue to be rolled out so that they can become an organization's values / culture that will ultimately be able to improve the performance of irrigation workers or add value to agencies, by achieving better product quantity and quality.

## V. Conclusion

The leaders are expected to continue to increase employee motivation by not ignoring the rights and interests of the employees concerned. Such as, providing promotional opportunities, improving employee supervision systems, increasing ability by continuing to learn to improve personality so that trust in the leadership is always there, and maintain harmonious relations between colleagues. Further research can measure variables with other perceptions, especially perceptions of superiors (supervisor or manager), with the aim to measure and identify trends in employee performance for further management improvement.

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