



The effect of leadership style and organizational culture on employee motivation of the Tangerang City DPRD secretariat

Yuyun Santika¹, Herayati², Martinus Wahyu Purnomo³

¹Department of Management Economic and Business, Bina Sarana Informatika University, Banten, Indonesia

²Department of Management Economic and Business, Bina sarana Informatika, Banten, Indonesia

ARTICLE INFO

Article history:

Received Aug 21, 2023

Revised Aug 28, 2023

Accepted Aug 31, 2023

Keywords:

Leadership Style;
Motivation;
Organizational Culture.

ABSTRACT

The Tangerang City DPRD (Regional People's Representative Council) was established in accordance with Law No.2 of 1993 that led to the creation of Tangerang Municipality. Collaborating closely with the local government, the DPRD plays a pivotal role in shaping the effectiveness of the autonomous region's governance. As a governing and developmental entity, the DPRD holds significant influence. This study focuses on the impact of leadership style and organizational culture on employee motivation within the Tangerang City DPRD secretariat. The research employs a quantitative approach, encompassing a population of 64 employees. From this pool, 39 employees were selected as respondents for the study. Using statistical methods like multiple linear regression and SPSS 25.0, the data was analyzed. The findings revealed that both leadership style and organizational culture positively and significantly affect employee motivation. Leadership style exhibited a notable impact with a value of 5.920, while organizational culture's effect stood at 2.349. Moreover, their combined influence was even more pronounced, with a value of 40.438. The regression model expressed as $Y = 10.453 + 0.865 X_1 + 0.397 X_2$ demonstrates that leadership style and organizational culture collectively elevate employee motivation at the Tangerang City DPRD secretariat. This study underscores the importance of effective leadership and a nurturing organizational culture in enhancing employee motivation within the context of the DPRD.

This is an open access article under the [CC BY-NC](https://creativecommons.org/licenses/by-nc/4.0/) license.



Corresponding Author:

Yuyun santika,
Department of Management Economic and Business,
Bina Sarana Informatika University,
Jl. Gatot Subroto No.8, Cimone, District. Karawaci, Tangerang City, Banten 15114, Indonesia.
Email: yuyunsantikalestari17@gmail.com

1. INTRODUCTION

The success of a company or agency in achieving its goals is very dependent on human resources (HR). One of the factors that increase employee performance is motivation. To achieve employee job satisfaction, it must be supported by strong motivation from an organization or leadership. The leadership style given greatly influences employee motivation. The functioning of an organization can be seen from the behavior of individuals who have interests and goals, because a productive culture can create a strong organization to achieve company or agency goals. Based on observations at the Tangerang City DPRD office, there are visible problems such as gaps between employees and lack of synergy between leaders and employees and there are several employees who do not have the motivation to work, there are no initiatives that are in accordance with their duties and

functions, as for some employees who are late and leave office because of personal interests, and some postpone work if there is no leader.

According to Hasibuan, leadership style is a way for leaders to influence subordinates with the aim of encouraging work passion, job satisfaction and high employee productivity, in order to achieve maximum goals (*Mulyadi Dan M Yusuf, n.d.*). Leadership is an important factor that determines the survival of a company. The success or failure of a company depends on who is in charge of its leadership. According to Rivai, leadership is a set of characteristics used by leaders to influence subordinates so that organizational goals are achieved, or leadership style is a pattern of behavior and strategies that are often applied by a leader (Komang et al., 2020). According to Luthans, there are four factors that influence leadership style (Dhyan Parashakti & Irfan Setiawan, n.d.) that is: 1) Charisma: providing vision and mission, generating a sense of pride, gaining respect and trust, 2) Inspiration: communicates high expectations, uses symbols to focus efforts, expresses important goals in a simple way. 3) Intellectual stimulation can: show intelligence, rational, careful problem solving. 4) Paying attention to staff individually: can show attention to personal, treat employees individually, train, advise.

Leaders provide motivation to employees to have a sense of belonging to the company so as to increase work loyalty. A leader is required to help subordinates, so that they play an active role in decision making by conveying information, suggestions and considerations. The indicators of a person's Leadership Style according to Kartono, (Martiwati et al., 2022) are as follows: 1) Motivating Ability, 2) Communication Skills, 3) Ability to Make Decisions, 4) Ability to Control Emotions, 5) Responsibility.

Culture is a pattern of basic assumptions discovered and developed by a particular group as it learns and masters the problems of external adaptation and internal integration, which has worked well enough to be considered feasible and is therefore taught to new members as the right way to perceive, think and feel in relation to these problems (Budaya et al., n.d.). According to Robbins, the main characteristics in organizational culture, (Asralidin & Iba, 2022) are: 1) Individual initiative. Which is related to the level of responsibility, freedom, and independence that individuals have, 2) Tolerance for risky actions. The extent to which employees are encouraged to act aggressively, innovatively, and take risks, 3) Direction, which is the extent to which the organization creates clear goals and expectations regarding achievement, 4) Integration, i.e. the degree to which units within the organization are encouraged to work in a well-coordinated manner, 5) Support from management, 6) Control in the application of rules and supervision and control of employee behavior. Also not less, 7) Tolerance for conflict and 8) Communication patterns that are created. According to Suaiba, organizational culture (corporate culture) is a rule of the game that exists in a company to become a guide for the company's human resources in carrying out obligations and values to behave in the company (Tinggi et al., 2022). In overcoming internal and external adjustment problems, organizational culture consists of basic assumptions and beliefs shared by members of the organization. Indicators of organizational culture assessment in this study consist of: 1) Innovation and risk taking, 2) More detailed attention, 3) Result orientation, 4) People orientation, 5) Aggressiveness, 6) Stability.

Motivation gives birth to a concept that is used to describe a stimulant that arises from within the individual which is used to move and direct behavior because of a need to be achieved. Motivation is a process to increase employee morale, direct and maintain manners to achieve a goal, work will feel comfortable if there is enthusiasm given by a leader will generate good work motivation. (Adsan et al., 2022). According to Wayan, a person's motivation has the potential to lead to optimal results and may also not necessarily be willing to achieve optimal results, so that a driver is needed so that a person wants to work in accordance with the wishes of an institution, (Kustanto et al., 2021). He added that work motivation erodes feelings of laziness, ignores obstacles, breaks negative opinions, and proves impossibilities. This means that motivation focuses on the pattern of complete work, totality, and loyalty. An employee with good motivation will feel ashamed if he works carelessly, does not work seriously, or even the work results are not satisfactory (Kustanto et al., 2021) He added that work motivation erodes feelings of laziness, ignores obstacles, breaks negative opinions, and proves impossibilities. This means that motivation focuses on the pattern of complete work, totality, and loyalty. An employee with good motivation will feel ashamed if he works carelessly, does

not work seriously, or even the work results are not satisfactory (Werdingisih, 2021). motivation questions how to encourage the passion of subordinates, so that they want to work hard by giving all their abilities and skills to realize the company's goals skills (Sadat et al., 2020). Organization is a means of people who work together to achieve common goals. The success of an organization is closely related to the quality of the performance of its members, so the organization is required to always develop and improve the performance of its members. Performance means the results of work that can be displayed or the work performance of an employee. Thus, the performance of an employee can be measured from work results, task results, or activity results within a certain period of time (Dunggio, 2020). motivation is the process of influencing or encouraging from outside to a person or work group so that they want to carry out something that has been determined. has been determined. It can be concluded that motivation is an encouragement or stimulation that makes someone do the work he wants willingly without feeling forced so that the work done can run well or not. feel forced so that the work done can run well or produce something satisfactory produce something satisfying (Wahyu et al., 2019)

2. RESEARCH METHOD

In this study, researchers used a quantitative approach based on statistical analysis. The quantitative method is also called the traditional method or this method is also referred to as the positivistic method because it is based on the philosophy of positivism. This method is considered a scientific method because it fulfills scientific principles such as concreteempirical, objective, measurable, rational, and systematic. In addition, it is called the discovery method because it allows the discovery and development of various new scientific disciplines. This method is called a quantitative method because research data is in the form of numbers and analysis using statistics (Prof. Dr. Sugiyono, 2019). This study aims to determine the effect of leadership style and organizational culture on the motivation of Tangerang City DPRD employees. In the study, researchers used methods that were considered relevant to the subject of research, namely observation, questionnaires and interviews in the form of statements given to employees of the Tangerang City DPRD Secretariat to be filled in according to the actual situation.

Population is the whole of subjects or objects that have certain qualities and characteristics that have been determined by researchers to study and then draw conclusions. Population is not just the number of objects / subjects studied, but includes all the characteristics / properties possessed by the subject or object (Prof. Dr. Sugiyono, 2019). The research population in this study were civil servants and casual employees of the Tangerang City DPRD Secretariat, namely 64 employees. The sample is a small part or half of the number and characteristics possessed by the population (Prof. Dr. Sugiyono, 2019). The data in this study used sampling techniques (Probability random sampling) to take samples in this study. The technique in determining the number of samples in this study using the Slovin formula is used to calculate the number of samples. One of the data collection methods is a questionnaire, which is given to respondents with written questions or statements. This method is considered effective if the researcher knows exactly the variables to be measured and what is expected of the respondents.

2.1 Quantitative Analysis

a. Multiple Linear Regression

Multiple linear regression analysis is a method employed to model the relationship between a dependent variable (Y) and two or more independent variables (X1, X2, X3). The primary objective of this analysis is to understand how changes in the independent variables can influence the dependent variable. In multiple linear regression, the dependent variable is explained as a linear function of the linear combination of related independent variables.

b. Coefficient Of Determination

The coefficient of etermination, R^2 , is used to measure the extent to which independent (predictor) variables can explain the variation in the dependent (response) variable. The value of the coefficient of determination ranges from 0 to 1. When the R^2 value approaches 1, it indicates that the independent variables can strongly and significantly explain the variation in the dependent variable, leading to a closer relationship between them. However, if the R^2 value approaches 0, it

signifies that the independent variables have limited ability to explain the variation in the dependent variable, resulting in a weaker relationship between them (Duwi Priyatno, 2018).

2.2 Hypothesis Testing

A hypothesis is formal statement presenting the expected relationship between an independent variable and a dependent variable (Yam & Taufik, 2021)

a. T-test

The T-test is utilized to examine partial or partial significance. In the T-test, each individual regression coefficient is tested to ascertain if an independent variable significantly influences the dependent variable. The initial step involves determining the t-value using the following formula (Prof. Dr. Sugiyono, 2019)

b. F-test

The F-test or regression coefficient test is used to evaluate whether independent variables have a significant impact on the dependent variable. This test involves using a significance level of 0.05, meaning the threshold for significance is 0.05. If the obtained F-test value is smaller than 0.05, it can be concluded that there is a significant influence between the independent and dependent variables. However, if the obtained value is larger than 0.05, there is no significant influence between the independent and dependent variables.

3. RESULTS AND DISCUSSIONS

3.1 Quantitative Analysis

a. Multiple Linear Regression

Table 1. Linear Regression Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	10.453	6.383		1.638	.110		
Leadership Style	.865	.146	.658	5.920	.000	.692	1.445
Organizational Culture	.397	.169	.261	2.349	.024	.692	1.445

a. Dependent Variable: Employee Motivation

$$(Y) \hat{=} a + b_1X_1 + b_2X_2 + e$$

$$Y=10,453+0,865X_1+0,397X_2)+e$$

The constant value is 10.453, meaning that if the Leadership Style (X1) and Organizational Culture (X2) have a value equal to zero (0), then the Y value is equal to a constant value of 10.453. Leadership Style has a value of 0.865 indicating that when the leadership style increases by one unit, employee motivation will increase by 0.865 units. Organizational culture has a value of 0.397 indicating that when organizational culture increases by one unit, employee motivation will increase by 0.397 units.

b. Coefficient Of Determination

The Coefficient of Determination (R²) is a value that indicates the extent to which variable X influences variable Y. The higher the value of the coefficient of determination, the better the ability of variable X to explain variable Y.

Table 2. Coefficient Of Determination Model Summary^b

Model	R	R Square	Adjusted RSquare	Std. Error of the Estimate	Durbin-Watson
1	.832 ^a	.692	.675	2.503	1.996

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

b. Dependent Variable: Employee Motivation

Based on table IV.16, it can be seen that the Adjusted R Square value has a value of 0.675. This indicates that the leadership style and organizational culture variables have an influence of 67.5% on the employee motivation variable, while the rest is explained by other variables outside the research.

3.2 Hypothesis Testing

1. T Test

Table 4. T Test Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	10.453	6.383		1.638	.110		
Leadership Style	.865	.146	.658	5.920	.000	.692	1.445
Organizational Culture	.397	.169	.261	2.349	.024	.692	1.445

a. Dependent Variable: Employee Motivation

Leadership Style Variable "t count value of 5.920 > t table (2.03011) and a significant t test value of 0.000 which is smaller than" 0.05.

H1 : Stating that Leadership Style has a partial and significant effect on Employee Motivation, which means it is accepted. Organizational Culture Variable "t count value of 2.349 > t table (2.03011) and a significant t test value of 0.024 which is smaller than" 0.05.

H2: Stating that Organizational Culture has a partial and significant influence on Employee Motivation, which means it is accepted.

2. F Test

Table 5. F Test Anova^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	506.744	2	253.372	40.438	.000 ^b
Residual	225.564	36	6.266		
Total	732.308	38			

a. Dependent Variable: Employee Motivation

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

F value count 40.438 > f table (3.267) with a significance of 0.000. <0.05, it can be concluded that Leadership Style and Organizational Culture have a significant effect on Employee Motivation

H3 : Stating that Leadership Style and Organizational Culture Together have a positive and significant effect on Employee Motivation, meaning that it is accepted.

3. CONCLUSION

The main research result of the study is that there is a positive and significant influence of leadership style and organizational culture together on employee motivation. This study tests several hypotheses related to the influence of leadership style and organizational culture on employee motivation using statistical analysis. Hypothesis 1: Leadership Style and Employee Motivation The calculated t value (5.920) is greater than the t table value (2.02809). The significance value (0.000) is smaller than the significance level $\alpha=0.05$. Thus, hypothesis 1 is accepted, namely that leadership style has a positive influence on employee motivation. Hypothesis 2: Organizational Culture and Employee Motivation The calculated t value (2.349) is greater than the t table value (2.02809). The significance value (0.000) is smaller than the significance level $\alpha=0.05$. Therefore, hypothesis 2 is accepted, namely that organizational culture has a positive influence on employee motivation. Simultaneous Model Calculation Results of Leadership Style and Organizational Culture: The calculated f value of the model (40.438) is greater than the f table value (3.259) with $df_1=2$ and $df_2=36$ at the significance level $\alpha=0.05$. The probability value (0.000) is smaller than $\alpha=0.05$.

Therefore, it can be concluded that the simultaneous model of leadership style and organizational culture together has a positive and significant effect on employee motivation. The conclusion of this study is that both leadership style and organizational culture have a positive and significant effect on employee motivation. This research has significant contributions in understanding the relationship between leadership style, organizational culture, and employee motivation. The following are the main contributions of the study: Confirmation of the Positive Influence of Leadership Style: The results of this study confirm that leadership style has a positive influence on employee motivation. The fact that the calculated t-value is much greater than the table t-value and the significance value is very low indicates that this relationship is not a mere coincidence, but has a strong statistical basis. Validation of the Influence of Organizational Culture: This study also provides validation that organizational culture has a positive effect on employee motivation. With hypothesis 2 accepted and a calculated t-value greater than the t-table value, this study shows that organizational culture characteristics have an important impact on employee motivation levels. Importance of Simultaneous Model: By combining leadership style and organizational culture in one simultaneous model, this study illustrates how these factors can work together to influence employee motivation. The significant results of the f-count model analysis indicate that the combination of the two factors is more powerful in predicting employee motivation than if analyzed separately. Methodological Contribution: This study uses careful statistical analysis to test the hypotheses, including t-test and f-test. This approach provides. Although this study provides significant results and strong conclusions, there are still some suggestions that can be considered for future studies to improve understanding and gain deeper insight into the relationship between leadership style, organizational culture, and employee motivation: 1) Use of Additional Variables: Consider including additional variables that may influence employee motivation, such as compensation structure, career development opportunities, and physical work environment. This can provide a more complete picture of the factors that influence motivation. 2) Context Considerations: It is always important to consider the context of a particular organization in research. Variables such as industry type, organization size, and geography can have a significant impact on the relationship between leadership style, organizational culture, and employee motivation. 3) Use of Qualitative Methods: In addition to quantitative analysis, qualitative research can also provide valuable insights. Interviews or case studies can help understand the mechanisms underlying the relationships between these variables in greater depth. 4) Variation in Measurement Methods: Consider using different measurement methods for variables such as leadership style, organizational culture, and employee motivation. This can help validate the results and overcome the potential bias of a single method. 5) Effect of Mediating and Moderating Variables: Future research can explore mediating and moderating variables that may influence the relationship between leadership style, organizational culture, and employee motivation. Longitudinal Studies: Long-term studies that observe changes in 6) these variables over time can provide an understanding of how these relationships evolve over time. 7) Comparisons between Sectors and Organizational Contexts: Comparing results from different sectors or organizational contexts can help identify whether the relationships between these variables are consistent across different environments. 8) Consideration of Causality: Experimental research or longitudinal designs can help in assessing a clearer direction of causality between the variables under study. 9) Cross-Cultural Studies: Where possible, cross-cultural research can help understand how leadership style and organizational culture interact with cultural variability in influencing employee motivation. Taking these suggestions into account, future research can further contribute to understanding the complex dynamics between leadership style, organizational culture, and employee motivation in various contexts and environments.

REFERENCES

- Adsan, M., Yunus, M., & Fahreza W, M. (2022). PENGARUH GAYA KEPEMIMPINAN DISTRIBUTIF DAN KEPEMIMPINAN KONSULTATIF TERHADAP ETOS KERJA GURU DAN TENAGA KEPENDIDIKAN DI SMAN 10 PANGKEP. *Jurnal Kepemimpinan Dan Pengurusan Sekolah*, 7(2), 123–129. <https://doi.org/10.34125/kp.v7i2.654>
- Asralidin, A., & Iba, Z. (2022). PENGARUH KEPEMIMPINAN, BUDAYA ORGANISASI DAN MOTIVASI TERHADAP KINERJA PEGAWAI UPT DINAS PENDIDIKAN, PEMUDA DAN OLAHRAGA KABUPATEN BIREUEN. *IndOmera*, 2(4). <https://doi.org/10.55178/idm.v2i4.221>

- Budaya, A., Dalam, O., Prestasi, M., Pegawai, K., Uin, A., Palu, D., Jismin, J., Nurdin, N., Rustina, R., & Islam, M. P. (n.d.). *UIN DK 20*. <https://jurnal.uindatokarama.ac.id/index.php/jimpi/index>
- Dhyan Parashakti, R., & Irfan Setiawan, D. (n.d.). *Gaya Kepemimpinan dan Motivasi terhadap Kinerja Karyawan pada Bank BJB Cabang Tangerang*. 10.
- Dunggio, S. (2020). Pengaruh Budaya Organisasi Terhadap Kinerja Pegawai Di Kantor Camat Duingi Kota Gorontalo. *Publik: Jurnal Manajemen Sumber Daya Manusia, Administrasi Dan Pelayanan Publik*, 7(1), 1–9. <https://doi.org/10.37606/publik.v7i1.114>
- Duwi Priyatno. (2018). *SPSS Panduan Mudah Olah Data BAgI Mahasiswa dan Umum*.
- Komang, N., Undayani, S., Agung, A., & Raka, G. (2020). PENGARUH GAYA KEPEMIMPINAN, BUDAYA ORGANISASI DAN ETOS KERJA TERHADAP KINERJA PEGAWAI NEGERI SIPIL PADA DINAS KOMUNIKASI DAN INFORMATIKA KABUPATEN KLUNGKUNG WIDYA PUBLIKA. *Jurnal Widya Publika*, 8(1).
- Kustanto, H., Muazza, M., & Haryanto, E. (2021). Pengaruh Gaya Kepemimpinan, Motivasi dan Disiplin Kerja terhadap Kinerja Guru. *EDUKATIF: JURNAL ILMU PENDIDIKAN*, 4(1), 63–69. <https://doi.org/10.31004/edukatif.v4i1.1742>
- Martawi, R., Suardita, N., Widyaningrum, E., & Suharyadi, D. (2022). Budaya Organisasi, Motivasi dan Kepuasan Kerja terhadap Kinerja Pegawai Puskesmas Kecamatan Tambora Jakarta Barat. *Jurnal Ekobistek*, 226–231. <https://doi.org/10.35134/ekobistek.v11i3.361>
- mulyadi dan M yusuf*. (n.d.).
- Prof. Dr. Sugiyono. (2019). *Metode Penelitian Kuantitatif Kualitatif Dan R&D*.
- Sadat, P. A., Handayani, S., & Kurniawan, M. (2020). Disiplin Kerja dan Motivasi Terhadap Kinerja Karyawan. *Inovator*, 9(1), 23. <https://doi.org/10.32832/inovator.v9i1.3014>
- Tinggi, S., Ekonomi, I., Sibolga, A.-W., & Madjidu, A. (2022). ANALISIS LINGKUNGAN KERJA, BUDAYA ORGANISASI DAN SEMANGAT KERJA DAN PENGARUHNYA TERHADAP PRODUKTIVITAS KERJA PEGAWAI. *Jurnal Ekonomi & Ekonomi Syariah*, 5(1). <https://doi.org/10.36778/jesya.v5i1>
- Wahyu, P., Prasetya, Y., Ayu, G., & Dewi, M. (2019). PENGARUH GAYA KEPEMIMPINAN TRANSFORMASIONAL TERHADAP INTENTION TO QUIT DIMEDIASI OLEH KEPUASAN KERJA PADA KARYAWAN. 8(4), 2042–2070. <https://doi.org/10.24843/EJMUNUD.2019.v8.i4.p6>
- Werdiningsih, W. (2021). Manajemen Sumber Daya Manusia dalam Meningkatkan Kompetensi Guru Melaksanakan Pembelajaran Daring. *Southeast Asian Journal of Islamic Education Management*, 2(1), 113–124. <https://doi.org/10.21154/sajiem.v2i1.48>
- Yam, J. H., & Taufik, R. (2021). Hipotesis Penelitian Kuantitatif. *Perspektif: Jurnal Ilmu Administrasi*, 3(2), 96–102. <https://doi.org/10.33592/perspektif.v3i2.1540>