Employee Performance at the Tomohon City Regional Secretariat

Jureyke I. Pitoy[1]*, Henny Tambingon[1], Beatrix J. Podung[1], Nikolas F. Wuryaningtrat[1]

[1]Education Management Study Program, Postgraduate Program, Manado State University, Indonesia

*Corresponding author: jureykepitoy@gmail.com

ABSTRACT

The performance of an organization is very dependent on the performance of its employees, in other words, the performance of employees will contribute to the performance of the organization in which they are located. This means that the behavior of organizational members, both individually and in groups, can provide strength or influence over the organization's performance. The research results show that leadership, organizational culture, and work motivation significantly affect employee performance. Where the significance value (Sig) is less than the significance level (α) and the F_{Count} value is greater than F_{Table}, indicating that the null hypothesis (Ho) can be rejected. Therefore, it can be concluded that employee performance (Y) at the Tomohon City Regional Secretariat is influenced positively and significantly by leadership (X_1), organizational culture (X_2), and work motivation (X_3). Additional analysis shows a strong influence between these variables, with a correlation coefficient (r) of 0.835 and a coefficient of determination (r2) of 69.85%, it can be concluded that leadership, organizational culture, and work motivation positively contribute to employee performance. Good leadership and being a role model, authoritative, responsible, and nurturing which can move employees to improve their performance is supported by an organizational culture that is supportive, open, and focused on common goals as factors that play an important role will stimulate employee work motivation so that it will influence employee performance to be even better. The integration of these variables shows that improving employee performance can be achieved through holistic attention and action towards these factors.

Keywords: Employee Performance, Leadership, Organizational Culture, Work Motivation

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INTRODUCTION

Education is an important foundation for the development of quality human resources in a country which can be produced from a well-implemented education system in that country. Having more quality human resources will contribute to improving the quality of life for individuals and society. Improving the quality of life of the community will of course also improve the area where the community lives. In running an organization, humans are the most important element in it. This is because humans run all the resources available in an organization so that they are useful and effective. Human Resources is an important and strategic element that is recognized and accepted by management. Where management also needs to pay attention to employee performance to achieve goals in an organization. Increasing work productivity is only carried out by humans. Because human resources are very important for an organization or institution in managing, organizing, and carrying out activities in an organization, to achieve maximum expected results by having a professional attitude (Siagian, 2016). Human resources can excel not only through formal education but also through non-formal and informal education to further improve their performance.

The Regional Secretariat of Tomohon City has the duties and obligations of assisting the Mayor of Tomoho in formulating policies coordinating Regional Services and Supporting Bodies that carry out affairs in the implementation of good governance, especially in the implementation of regional autonomy. Therefore, employee readiness in carrying out work requires maximum and optimal support where employees have a very important role in determining the success of running government for the course of development through the agency where they work. An employee is an individual who has competence as a public servant and is required to have optimal work behavior, namely discipline, tenacity, hard work, consistency, responsibility, creativity, innovation, pro-active, and independence. According to Law Number 5 of 2014, it is stated that one of the duties of ASN is to provide professional and quality public services. In carrying out their duties and responsibilities, employees certainly have difficulties and problems, which require knowledge and abilities that are appropriate to the field of work tasks being carried out. Because, if work is carried out without sufficient ability knowledge, and experience, the desired work results will not be achieved.

The role of education in efforts to develop human resources is very important for various development sectors. In the explanation of Law Number 20 of 2003 concerning the National Education System, it is stated, among other things, that National Education has a vision of realizing the education system as a strong and authoritative social institution to empower all Indonesian citizens to become quality human beings so that they are able and proactive in responding to the challenges of the times which are always changed. So education is a whole process by which a person can develop abilities and professionalism to support their duties and responsibilities at work. The formal education possessed by each employee is also closely related to non-formal and informal education in carrying out their work. Where formal education is through school channels, non-formal education is through educational channels that can be implemented in a structured and tiered manner and informal education is an educational pathway through the family and environment.

The performance of an organization is very dependent on the performance of its employees, in other words, the performance of employees will contribute to the performance of the organization in

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which they are located. This means that the behavior of organizational members, both individually and in groups, can provide strength or influence over the performance of the organization. Performance is basically what employees do and what they do not do (Mathis and Jackson, 2012). Performance is the result of work in terms of quality and quantity that can be achieved by an employee in carrying out his duties following the responsibilities given to him (Mangkunegara, 2017). Employee interaction patterns in an organization must be balanced and harmonized so that the organization can continue to exist or run well. Problems related to employees in an organization demand attention, because no matter how sophisticated the technology is used and no matter how much capital the organization has, it is the employees who will run it. This shows that without being supported by good quality employees in carrying out their duties, organizational success will not be achieved. Employee contributions to the organization will be important if carried out with effective, efficient actions and behaving well and correctly. Employee performance must be assessed and improved optimally and continuously. In assessing employee performance, it is better if this activity does not stop with the existence of the employees themselves. This also needs to be linked to the management's performance evaluation system and mechanism which involves a quality evaluation process through work motivation provided in their place of work which is supported by an organizational culture that is implemented optimally. Improving employee performance is always carried out to achieve the target of excellent service for the community, namely creating services provided by employees as government officials that comply with standards, and can create a positive image. Every organization tries to get employees with optimal performance so that organizational goals can be achieved. Performance management is needed by organizations to have employees with high levels of performance.

At the Tomohon City Regional Secretariat, every employee has a different character and personality as well as attitudes and behavior. A mental attitude is a mental condition that encourages employees to strive to achieve maximum performance. An employee's mental attitude must be psychophysically ready (mentally, physically, goals and situations ready), meaning that an employee must be mentally ready, physically capable, understand the main goals and work targets to be achieved, and be able to utilize and create work situations. To improve the quality of coordination services, the Regional Secretariat needs to implement a quality management system, so that it can mobilize all available resources. In this way, it can improve employee performance and the performance of the Regional Secretariat following previously established objectives. The success of an organization, both as a whole and some groups within the organization, is very dependent on the quality of leadership within the organization concerned. There is a tendency to decrease employee performance which is characterized by a lack of employee discipline in carrying out their duties, this can be seen by the presence of several employees to the office not on time, carrying out other activities outside of their duties during working hours and the low work motivation of employees in the Secretariat Office. Tomohon City Area. This is because the application of discipline to employees is still too weak, in other words, there are no strict sanctions for employees who arrive late and do not carry out their duties during office hours. This causes a decline in the performance of some employees which can affect the performance of other employees. In providing support and motivation to his subordinates, a leader influences his subordinates. Organizations need to know what motivates their employees because this can be a determinant of whether or not the work they are given will go through. The leader's ability to mobilize and empower employees will influence employee performance. The role of leadership has a significant impact on employee attitudes, behavior, and performance. The effectiveness of a leader is

influenced by the characteristics of his subordinates and is related to the communication process that occurs between the leader and subordinates. A leader is said to be unsuccessful if he cannot motivate, mobilize, and satisfy employees in a particular job and environment. The role of a leader is to encourage subordinates to have competence and opportunities to develop in anticipating every challenge and opportunity at work.

Motivation is formed from the attitude of employees in facing work situations in the organization and the role of leaders is also very important in supporting the performance of each employee, where the leadership needed refers to educational leadership where educational events describe a leader's situation as an educational person who can and must educate employees. through a process of interaction in the workplace. Educational leadership is the direction and supervision of other people so that they can carry out planned tasks so that they can achieve the goals and objectives of educational institutions. Leadership is the behavior of people who communicate directions or orders to followers or workers (Purwanto, 2016). Leadership does not only mean directing or commanding but must be able to influence the members they lead. In improving employee performance, they are faced with obstacles that arise, namely the low understanding of the functions of some employees in supporting the implementation of existing tasks. Each employee must always have the best understanding of what their function is. Where there are still quite large differences between the performance of one employee and the performance of other employees. This difference can occur because many employees work only to meet the minimum standard requirements that are part of their culture, namely only to meet the main performance indicators, while other employees can work actively, enthusiastically devoting themselves to the interests of the organization. This can of course be the cause of the birth of various needs which are the background to their motivation to work as well as employees who have had a long period of service and experience in their field of work. They feel comfortable with the work atmosphere that they have experienced so far, in fact, this certainly shows that the form of motivation provided by their superiors that has been implemented so far has had a positive effect on the work environment which in the end can also increase employee performance.

Many factors influence employee performance at the Tomohon City Regional Secretariat, but researchers only selected three factors that influence employee performance at the Tomohon City Regional Secretariat. These factors can be described as independent variables that influence the dependent variables, namely: leadership, organizational culture, and work motivation which are thought to influence the performance of Tomohon City Regional Secretariat employees. This research aims: 1). To determine the influence of leadership on employee performance at the Tomohon City Regional Secretariat. 2). To determine the influence of Organizational Culture on Employee Performance at the Tomohon City Regional Secretariat. 3). To determine the influence of work motivation on employee performance at the Tomohon City Regional Secretariat. 4). To determine the influence of leadership, organizational culture and work motivation together on employee performance at the Tomohon City Regional Secretariat.

METHODS

Research Approach

This research was conducted based on the problems and research objectives to be achieved. Therefore, this research is to examine the relationship between the variables studied based on existing facts and data. Based on these objectives, the research carried out was descriptive research to test the influence. The method used in this research was a survey.

In this research, there are 3 (three) independent variables, namely leadership (X1), organizational culture (X2), and work motivation (X3), while the dependent variable is employee performance (Y). The model of influence between variables can be seen in Figure 1.
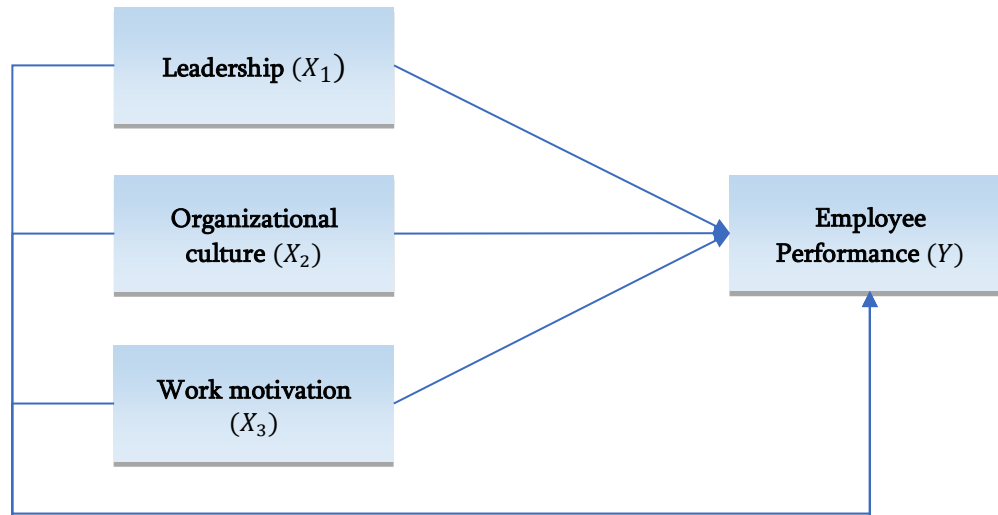

Figure 1. The model of influence between variables

Place and time of research

This research was carried out at the Tomohon City Regional Secretariat. The research was conducted for 3 (months), namely from July to September 2023.

Population and Sample

The population in this study was 117 employees at the Tomohon City Regional Secretariat. Determining the number of samples in this research was a purposive sample. Purposive sampling is a sampling technique that is not based on random, regional, or strata, but rather on considerations that focus on certain objectives (Arikunto, 2016). Purposive sampling is a technique for determining research samples with certain considerations to make the data obtained later more representative (Sugiyono, 2017).

The sample criteria used are:
1) State Civil Apparatus/Employees who have worked ≥ 2 years at the Tomohon City Regional Secretariat.
2) State civil servants/employees have never changed offices in the last 2 years.

The target respondents in this research were 89 people. Of the target respondents, 60 respondents submitted the complete questionnaire. The respondent rate was 67%. So the sample used in this research was 60 employees.

Data collection technique

The data collection technique in this research is a questionnaire, research. The questionnaire is in the form of a closed statement as primary data for the research object. The questionnaire was given to respondents who had been determined. The answers of the respondents in the questionnaire were guided by a Likert scale. After the questionnaire is answered by the respondent, it is collected again. Primary data collection in this research is in the form of qualitative data in Excel. And analyzed using statistical tests. Next, validation, reliability, and normality tests were carried out with the help of the SPSS 21 Windows computer program.

Data analysis technique

The data analysis used to test the hypothesis in this research is Multiple Linear Regression Analysis. Multiple Linear Regression Analysis is used to analyze the influence of several independent variables (X) simultaneously (together) on the dependent variable (Y). This analysis begins with the Analysis Prerequisite Assumption Test (Classic Assumptions) and the Analysis Requirements Test.

The Analysis Prerequisite Assumption Test includes a Data Normality Test, Linearity Test, Multicollinearity Test, and Heteroscedasticity Test, while the Analysis Requirement Test includes Partial Regression of one independent variable against one dependent variable, in this case known as Simple Linear Regression (Lolombulan, 2017).

Hypothesis testing

In this research, there are 3 independent variables and 1 dependent variable. According to Lolombulan (2017), the functional relationship between the independent variables and the dependent variable is expressed in the form of a multiple linear regression equation (population-based model) as follows:

$Y = \beta_0 + \beta_1$

and the estimation model (sample-based model) is

$\hat{Y} = b_0 + b_1 X_1 + b_2 X_2 + b_3 X_3$

The significance level used is $\alpha = 0.05$ and the decision-making criteria are based on the Fisher value (F) or significance value (sig.) obtained with the following conditions: If the F value obtained is more than or equal to the F value in the table ($F_{count} \geq F_{table}$) or the significance value obtained is less than or equal to the significance level (sig.$\leq\alpha$), then there is no significant influence between several independent variables X and one or more dependent variables Y, conversely, if the F value obtained is less than the F value in the table ($F_{count} < F_{tabel}$) or the significance value obtained is more than the significance level (sig.$>\alpha$), then there is a significant influence between several independent variables X and one or more dependent variables Y.

RESULTS AND DISCUSSION

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1. **Statistics Descriptive Questionnaire**

Based on Leadership variable data (X_1), Organizational Culture (X_2), Work Motivation (X_3), and Employee Performance(Y), presented A descriptive statistical summary of the data follows. See Table 1.

Table 1. Descriptive Statistics of Questionnaire Data

Variable	N	Minimum Data	Maximum Data	Average	Standard Deviation
X_1	60	86.00	142.00	119.8167	13.00390
X_2	60	75.00	142.00	117,4000	16.07630
X_3	60	88.00	144.00	120.7833	14.13865
Y	60	67.00	135.00	111.5167	15.63296

In Table 4.6 is visible that the Leadership variable data (X_1) spread from 86 to 142 with an average of 119.8167, Cultural variable data Organization (X_2) spread from 75 to 142 with an average of 117.4000, Motivation variable data Work (X_3)spread from 88 to 144 with an average of 120.7833 and performance variable data Employee (Y)spread from 67 to 135 with an average of 111.5167. Dissemination of data for each variable is sufficiently varied, this can be seen from the standard deviation value which is more than 0.

2. **Test Precondition Analysis (Assumptions Classic)**

Data used in the Analysis Prerequisite Test (Classical Assumption) is data obtained from questionnaires about Leadership, Culture Organization, Motivation Work, and Performance. Test Precondition Analysis or Test Assumption Classic covers Data Normality Test, Test Linearity, Test Multicollinearity, and Test Heteroscedasticity.

(a) **Data Normality Test**

In Table 2 As follows, it can be seen that the Exact value Sig. (2-tailed) obtained is more than the significance level value α, is written 0,539 > 0,05 so that *the residual is decided* normally distributed. See Table 2.

Table 2. Data Normality Test with *One-Sample Kolmogorov -Smirnov Test* For *Residual* on VariablesX_1 And Y

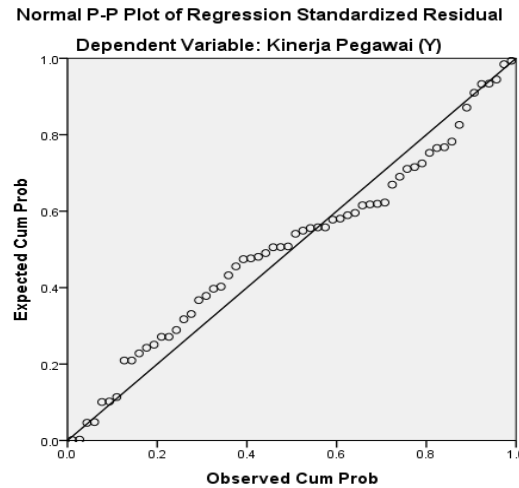| Mark	Unstandardized Residual	Decision
Exact Sig. (2-tailed)	0.539	Normally distributed

Figure 2. Test Data Normality with *Normal Probability Plots*

Figure 2 tests the normality of data with the approach *Normal Probability Plots*. In the picture seen dot, dot, dot spread around a diagonal line, so can said that *residual* data is normally distributed.

(b) Linearity Test

In Table 3 As follows, it can be seen that the significance value on Deviation from Linearity obtained is more than the significance level value α, written $0,739 > 0,05$, so the connection is disconnected between X_1 and Y is linear.

Table 3. Linearity Test with *Deviation from Linearity* between X_1 And Y

Statistics			Sig.
Leadership (X1) *	Between	(Combined)	0.034
Performance	Groups	Linearity	0.0001
Employee (Y)		Deviation from Linearity	0.739

In Table 3, it can be seen that the significance value is Deviation from Linearity obtained is more than the significance level value α, written down $0,055 > 0,05$, so that the relationship between X_2 and is severed$Y$ is linear.

Table 3. Linearity Test with *Deviation from Linearity* between X_2 And Y

Statistics			Sig.
Culture	Between	(Combined)	0.0001
Organization	Groups	Linearity	0.0001
(X2) *		Deviation from Linearity	0.055
Performance			
Employee (Y)			

In Table 4, it can be seen that the significance value Deviation from Linearity obtained is more than the significance level value α, written $0,061 > 0,05$, so the connection is disconnected between X_3 And Y is linear.

Table 4. Linearity Test with *Deviation from Linearity* between X_3 And Y

Statistics			*Sig.*
Motivation	Between	(Combined)	0.0001
Work (X3) *	Groups	Linearity	0.0001
Performance		Deviation from Linearity	0.061
Employee (Y)			

(c) Multicollinearity Test

Based on Table 5, it is known that the VIF value of the Leadership variable is 2.055, the VIF value of the Organizational Culture variable is 3.829 and the VIF value of the Work Motivation variable is 4.172. Each arena VIF value is less than 10, then it is concluded that the three independent variables are there is no multicollinearity.

Table 5. Multiconierity Test with *Variance Inflation Factor* (VIF)

Variable Free	VIF value	Decision
Leadership (X_1)	2,055	there is no multicollinearity
Culture Organization (X_2)	3,829	there is no multicollinearity
Motivation Work (X_3)	4,172	there is no multicollinearity

(d) Heteroscedasticity Test

Based on the results of *the scatterplot test* in Figure 2, it can be seen that the distribution of data or scattered points does not form certain patterns, and is well spread over -2 to number 5 on the *regression axis. studentized residual* (Y). The results analysis of the data above, that shows model data regression in This research is free from problems of heteroscedasticity, or No there is a symptom of heteroscedasticity.
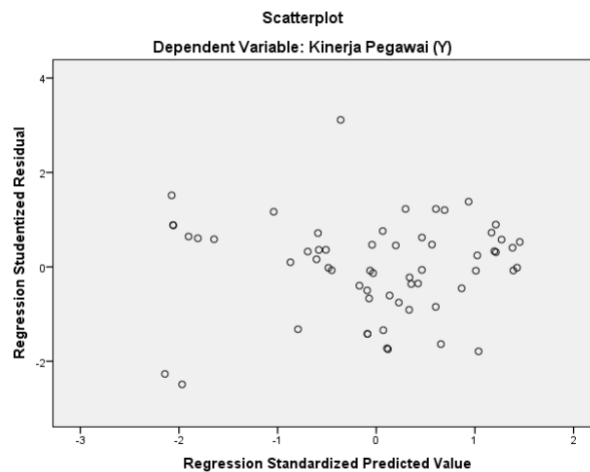
Figure 3. Test Heteroscedasticity with *Scatterplots*

3. Analysis Hypothesis

a. *Partial Regression Leadership to Performance Employee*

The data used in the Partial Regression of Leadership on Employee Performance is data obtained from the Leadership and Employee Performance questionnaire. Table 6 shows the mark coefficient b_0 and b_1 those obtained from SPSS *output*.

Table 6. Coefficient Values Regression Linear between X_1 with Y

Model		B
1	(Constant)	19,781
	Leadership (X1)	0.766

Thus, a simple linear regression equation estimates the connection functional between Leadership variables (X_1) with Performance variables Employee (Y) is

$$\hat{Y} = 19,781 + 0,766X_1$$

Equality this regression can interpreted as follows:

1) The constant value is 19,781 can be interpreted as Leadership (X_1) is not there, then the value of the Employee Performance variable-(Y) is 19,781.
2) Mark coefficient Leadership variable regression (X_1) is $\beta_1 = 0,766$, that is, it has a positive value. This means that when X_1 (Leadership) increases equal to 1 unit and the independent variable other fixed, then Performance Employee (Y) tends to increase as big as 0,766.

Next, the statistical hypothesis is formulated as follows:

$$H_0 : \beta_1 = 0$$
$$H_1 : \beta_1 \neq 0$$

with $\beta_1 = 0$ meaning there is no significant influence between the Leadership variables (X_1) and Performance variables Employee (Y) at the Tomohon City Regional Secretariat and $\beta_1 \neq 0$ this means that there is a significant influence between the Leadership variables (X_1) and Performance variables Employee (Y) at the Tomohon City Regional Secretariat. Table 7 shows mark F_{count} and significance value $Sig.$ in *Analysis of Variance* (ANOVA) between Leadership variables (X_1) with Performance variables Employee (Y)

Table 7. Values F_{count} and $Sig.$ on Anova between X_1 with Y

Model	F_{count}	$Sig.$
1	39,578	0.0001

Whereas according to Table F on $\alpha = 0,05$, $df_1 = k - 1 = 2 - 1 = 1$, and $df_2 = n - k - 1 = 60 - 2 - 1 = 57$ obtained

$$F_{tabel} = F_{\alpha(df_1;df_2)} = F_{0,05(1;57)} = 4,01$$

In this case, n states the number of samples (datum), k stating the number of variables, α stating the level significance, df_1 states the degrees of freedom for the numerator, and df_2 states

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the degree free For denominator. Seen that Good mark $F_{count} > F_{table}$ nor value $Sig. < \alpha$, so reject it H_0. This means that there is a significant influence between the Leadership variables (X_1) and Performance variables Employee (Y) at the Tomohon City Regional Secretariat. Table 8 shows the mark Coefficient Correlation r and Coefficient of Determination between Leadership variables (X_1) with Performance variables Employee (Y).

Table 8. Coefficient Values Correlation and Coefficient Determination between X_1 with Y

Model	r	r^2
1	0.637a	0.406

Based on Table 8, is visible that mark coefficient correlation as big as $r = 0,637$ and the coefficient of determination $r^2 = 0,406$. These results indicate that the relationship (correlation) between the Leadership variable (X_1) and Employee Performance (Y) can be said to be quite strong. Apart from that, with the coefficient of determination value, the Employee Performance variable (Y) at the Tomohon City Regional Secretariat can be explained by the Leadership variable (X_1) of 40,6%. The remainder $(59,4\%)$ is explained by other variables.

b. Partial Regression Culture Organization to Performance Employee

The data used in the Partial Regression of Organizational Culture on Employee Performance is data obtained from the Organizational Culture and Employee Performance questionnaire. Table 9 shows the mark coefficient b_0 and b_1 those obtained from SPSS *output*.

Table 9. Coefficient Values Regression Linear between X_2 with Y

Model		B
1	(Constant)	17,482
	Culture Organization (X2)	0.801

With Thus, a simple linear regression equation is estimated connection functional between Cultural variables Organization (X_2) with Performance variables Employee (Y) is
$$\hat{Y} = 17,482 + 0,801X_1$$
Equality this regression can interpreted meaning as following:
1. The constant value is 17,482 can be interpreted as if Organizational Culture (X_2) does not exist, then the value of the variable Y (Employee Performance) is 17,482.
2. Mark coefficient Cultural variable regression Organization (X_2) is $\beta_2 = 0,801$, that is, it has a positive value. This means that when Culture Organization (X_2) increases by 1 unit and other independent variables remain constant, then Employee Performance (Y) tend increase as big as 0,801.

Next, the statistical hypothesis is formulated as follows:
$$H_0 : \beta_2 = 0$$
$$H_1 : \beta_2 \neq 0$$
with $\beta_2 = 0$ meaning there is no significant influence between the Organizational Culture variables (X_2) and Performance variables Employee (Y) at the Tomohon City Regional Secretariat and $\beta_2 \neq 0$ this means that there is a significant influence between the Organizational Culture variables (X_2) and Performance variables Employee (Y) at the Tomohon City Regional Secretariat. Table 10 follows show mark F_{hitung} and significance

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value $Sig.$ in *Analysis of Variance* (Anova) between Leadership variables (X_1) with Performance variables Employee (Y)

Table 10. Values F_{count} and $Sig.$ on Anova between X_2 with Y

Model	F_{count}	$Sig.$
1	122,386	0.0001

Whereas according to Table F on $\alpha = 0,05$, $df_1 = k - 1 = 2 - 1 = 1$, and $df_2 = n - k - 1 = 60 - 2 - 1 = 57$ obtained
$$F_{table} = F_{\alpha(df_1;df_2)} = F_{0,05(1;57)} = 4,01$$
In this case, n stating the number of samples (datum), k stating the number of variables, α stating the level significance, df_1 states the degrees of freedom for the numerator, and df_2 states the degree free For denominator. Seen that Good mark $F_{count} > F_{table}$ nor value $Sig. < \alpha$, so reject it H_0. This means that there is a significant influence between the Organizational Culture variables (X_2) and Performance variables Employee (Y) at the Tomohon City Regional Secretariat. Table 4.21 follows show mark Coefficient Correlation r and Coefficient of Determination r^2 between Cultural variables Organization (X_2) with Performance variables Employee (Y).

Table 11. Coefficient Value Correlation and Coefficient Determination between X_2 with Y

Model	r	r^2
1	0.824a	0.678

Based on the table 11, is visible that mark coefficient correlation as big as $r = 0,824$ and coefficient of determination $r^2 = 0,678$. These results show that there is a relationship (correlation) between Cultural variables Organization (X_2) with Employee Performance (Y) it can be said to be strong. Apart from that, with the coefficient of determination value, the Performance variable Employee (Y) at the Tomohon City Regional Secretariat can be explained by the Cultural variable Organization (X_2) as big as 67,8%. The remainder (32.2 %) is explained by other variables.

c. *Partial Regression Motivation Work to Performance Employee*
The data used in the Partial Regression of Work Motivation on Employee Performance is data obtained from the Work Motivation and Employee Performance questionnaire Table 12 below show mark coefficient b_0 and b_1 those obtained from SPSS *output.*

Table 12. Coefficient Values Regression Linear between X_3 with Y

Model		B
1	(Constant)	9,725
	Motivation Work (X3)	0.843

With Thus, a simple linear regression equation is estimated connection functional between Work Motivation variables (X_3) with Performance variables Employee (Y) is

$$\hat{Y} = 9{,}725 + 0{,}843X_1$$

Equality this regression can interpreted meaning as following:

1. The constant value is 9,725can be interpreted as Work Motivation $(X_3)$is not there, then the value of the Employee Performance variable(Y) is 9,725.
2. Mark coefficient Work Motivation variable regression $(X_3)$is $\beta_2 = 0{,}843$, that is, it has a positive value. This means that when Work Motivation (X_3)increases by 1 unit and other independent variables remain constant, then Employee Performance(Y) tend increase as big as 0,843.

Next, the statistical hypothesis is formulated as follows:

$$H_0 : \beta_3 = 0$$
$$H_1 : \beta_3 \neq 0$$

with $\beta_3 = 0$meaning there is no significant influence between the Work Motivation variables (X_3) and Performance variables Employee (Y) at the Tomohon City Regional Secretariat and $\beta_3 \neq 0$this means that there is a significant influence between the Work Motivation variables (X_3) and Performance variables Employee (Y) at the Tomohon City Regional Secretariat. Table 13 follows show mark F_{hitung} and significance value $Sig.$ in *Analysis of Variance* (Anova) between Work Motivation variables (X_3) with Performance variables Employee (Y).

Table 13. Values F_{count} and $Sig.$ on Anova between X_3 with Y

Model	F_{count}	$Sig.$
1	80.411	0.0001

Whereas according to Table F on $\alpha = 0{,}05$, $df_1 = k - 1 = 2 - 1 = 1$, and $df_2 = n - k - 1 = 60 - 2 - 1 = 57$ obtained

$$F_{table} = F_{\alpha(df_1;df_2)} = F_{0{,}05(1;57)} = 4{,}01$$

In this case, $n$stating the number of samples (datum), $k$stating the number of variables, αstating the level significance, df_1states the degrees of freedom for the numerator, and df_2states the degree free For denominator. Seen that Good mark $F_{count} > F_{table}$ nor value $Sig. < \alpha$, so reject it H_0. This means that there is a significant influence between the Work Motivation variables (X_3) and Performance variables Employee (Y) at the Tomohon City Regional Secretariat. Table 14 follows show mark Coefficient Correlation r and Coefficient of Determination r^2 between Work Motivation variables (X_3) with Performance variables Employee (Y)

Table 14. Coefficient Values Correlation and Coefficient Determination between X_3 with Y

Model	r	r^2
1	0.762a	0.581

Based on the table 14, is visible that mark coefficient correlation as big as $r = 0,762$ and coefficient of determination $r^2 = 0,581$. These results show that there is a relationship (correlation) between the motivation variables Work (X_3) with Employee Performance (Y) it can be said to be quite strong. Apart from that, with the coefficient of determination value, the Performance variable Employee (Y) at the Tomohon City Regional Secretariat can be explained by the Motivation variable Work (X_3) as big as 58,1%. The remainder (41.9 %) is explained by other variables.

4. Multiple linear regression

In the regression equation, data on Leadership (X_1), Organizational Culture (X_2), and Work Motivation (X_3) on Employee Performance (Y) obtained from each questionnaire as in Appendix 2, is used to determine the value b_0, b_1, b_2 and b_3 in the estimation model (model based on samples),

$$\hat{Y} = b_0 + b_1X_1 + b_2X_2 + b_3X_3$$

Table 15 follows show mark coefficients b_0, b_1, b_2 and b_3 those obtained from SPSS *output*.

Table 15. Coefficient Values Regression Linear between X_1, X_2, X_3 with Y

Model		B
1	(Constant)	3,911
	Leadership (X1)	0.138
	Culture Organization (X2)	0.592
	Motivation Work (X3)	0.179

With Thus, a simple linear regression equation is estimated connection functional between the variables Leadership (X_1), Organizational Culture (X_2), And Work motivation (X_3) with Performance variables Employee (Y) is

$$\hat{Y} = 3,911 + 0,138X_1 + 0,592X_2 + 0,179X_3$$

Equality this regression can interpreted meaning as following:
1) The constant value is 3,911 can be interpreted as Leadership (X_1), Organizational Culture (X_2), And Work motivation (X_3) No there is, then the amount Employee Performance variable value (Y) is 3,911.
2) Mark coefficient Leadership (X_1) variable regression is 0,138, that is, it has a positive value. This means that when Leadership (X_1) increase equal to 1 unit and the independent variable other constant, then Employee Performance (Y) tend increase as big as 0,138.
3) Mark coefficient Organizational Culture variable regression (X_2) is 0,592, that is, it has a positive value. This means that when Organizational Culture (X_2) increase equal to 1 unit and the independent variable other constant, then Employee Performance (Y) tend increase as big as 0,592.
4) Mark coefficient Work Motivation (X_3) variable regression is 0,179, that is, it has a positive value. This means that when Work Motivation (X_3) increase equal to 1 unit and the independent variable other constant, then Employee Performance (Y) tend increase as big as 0,179.

Next, the statistical hypothesis is formulated as follows:
$$H_0 : \beta_1 = \beta_2 = \beta_3 = 0$$
$$H_1 : \exists \beta_i \neq 0, i = 1,2,3$$
with $\beta_1 = \beta_2 = \beta_3 = 0$ meaning there is no significant influence between Leadership (X_1) and Organizational Culture (X_2), And Work motivation (X_3) and Performance variables Employee (Y) at the Tomohon City Regional Secretariat and $\beta_i \neq 0$, $i = 1,2,3$ this means that there is a significant influence between Leadership (X_1) and Organizational Culture (X_2), And Work motivation (X_3) and Performance variables Employee (Y) at the Tomohon City Regional Secretariat. $\exists \beta_i \neq 0$ read "there is at least 1 $\beta_i \neq 0$" or "not all regression coefficients The same with 0". Table 4.26 follows show mark F_{hitung} and significance value $Sig.$ in *Analysis of Variance* (Anova) between Leadership variables (X_1) with Performance variables Employee (Y)

Table 16. Values F_{hitung} and $Sig.$ on Anova between X_1, X_2, X_3 with Y

Model	F_{count}	$Sig.$
1	43,073	0.0001

Whereas according to Table F on $\alpha = 0,05$, $df_1 = k - 1 = 4 - 1 = 3$, and $df_2 = n - k - 1 = 60 - 4 - 1 = 55$ obtained
$$F_{table} = F_{\alpha(df_1;df_2)} = F_{0,05(3;55)} = 2,77$$
In this case, n stating the number of samples (datum), k stating the number of variables, α stating the level significance , df_1 states the degrees of freedom for the numerator, and df_2 states the degree free For denominator . Seen that Good mark $F_{count} > F_{table}$ nor value $Sig. < \alpha$, so reject it H_0. This means that there is a significant influence between Leadership (X_1) and Organizational Culture (X_2), And Work motivation (X_3) and Performance variables Employee (Y) at the Tomohon City Regional Secretariat. Table 17 follows show mark Coefficient Correlation r and Coefficient of Determination r^2 between Leadership variables (X_1) with Performance variables Employee (Y)

Table 17. Coefficient Values Correlation and Coefficient Determination between X_1 with Y

Model	r	r^2
1	0.835a	0.698

Based on the table above, is visible that mark coefficient correlation as big as $r = 0,835$ and coefficient of determination $r^2 = 0,698$. These results indicate that there is a relationship (correlation) between the variables Leadership (X_1) and Organizational Culture (X_2), And Work motivation (X_3) with Performance Employee (Y) can be said to be quite strong. Apart from that, with the coefficient of determination value, the Employee Performance variable (Y) at the Tomohon City Regional Secretariat can be explained by the variables Leadership (X_1), Organizational Culture (X_2), And Work motivation (X_3) as big as 69,8%. The remainder (30.2 %) is explained by other variables.

1. *The Influence of Leadership on Employee Performance*

The research results also show that leadership (X_1) partially influences employee performance (Y) at the Tomohon City Regional Secretariat. The findings show that the significance value (Sig .) which is less than the significance level (α) and the calculated F value which is greater than the F table indicate that the null hypothesis (H0) can be rejected. This research proves that leadership has a significant effect on employee performance. These results show that relationship (correlation) between Leadership variables (X_1) with Employee Performance (Y) it can be said to be quite strong. Apart from that, with the coefficient of determination value, the Employee Performance variable (Y) at the Tomohon City Regional Secretariat can be explained by the Leadership variable (X_1) as big as 40,6%. The leadership of superiors at the Tomohon City Regional Secretariat can influence employee success in achieving. What a leader expects from his subordinates and how he treats them greatly determines the employee's work and career progress. The characteristic that dominates the application of leadership is to create a harmonious and comfortable working condition and always prioritize the tasks given according to the specified time so that employees can feel a sense of responsibility for the tasks being carried out. Where a leader who can inspire, motivate and support can create a dynamic work environment, which has a positive impact on employee productivity and commitment, so that effective and efficient leadership will be able to meet predetermined organizational expectations.

Leadership factors works for direct employees at the Tomohon City Regional Secretariat to have high enthusiasm and work as good as Possible. Additionally, function leadership Also related in arrange connection between individual or group in organization. That matter in line with what was found by Sudarman Danim (2017) stated that leadership is every action taken by individual or group For coordinate and provide instruction to individual or group others who joined in receptacle certain For reach goals that have been fixed before, and also what was found by Lie, et al (2019) that leadership is something process activity somebody in leading, guiding, influencing, directing and controlling thoughts, feelings or Act in demand person other.

Connection a leader with his subordinates at the Tomohon City Regional Secretariat are expected is something possible relationship grow climate / atmosphere each other trust, cooperation, building harmonious relationship. Circumstances like this is going to be something reality if sided leader treat his subordinates as responsible human responsible and on the side other subordinate with attitude Want to accept leadership his superior. Expected leadership by employees at the Regional Secretariat is as follows:

a. leaders who direct employees in carrying out their duties by making good work plans;
b. leaders who provide support to employees in carrying out their duties;
c. leaders foster cooperation and good relationships with employees in carrying out their duties;
d. leaders motivate employees in completing tasks;
e. leaders who can set an example for employees.

This is in line with what was stated by Setiawan and Muhith (2019), that there is several factors have relevance or influence positive to process leadership in organization, namely:

a. Personality *(personality);*
b. Expectations and behavior superior;
c. Characteristics, expectations, and behavior subordinates ;
d. Need task; And
e. Climate and policy organization.

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These findings are consistent with previous research, namely Adi Purwanto's research at the Belawan Customs and Excise Supervision and Services Office, highlighting the importance of the role of effective leadership in improving employee performance. This finding is in line with the results of our research which shows that leadership at the Tomohon City Regional Secretariat has a positive and significant impact on employee performance. This research is consistent with the view of Robbins (2019) which states that leadership is a process of social influence that influences individual behavior in achieving certain goals. The research results show that effective educational leadership, especially being able to provide clear direction in work, encouraging every employee to do their work, and being a role model in carrying out their duties well will have a positive and significant impact on employee performance at the Tomohon City Regional Secretariat.

2. The Influence of Organizational Culture on Employee Performance

The results of this research show that a positive, supportive and open organizational culture has a positive and significant impact on employee performance at the Tomohon City Regional Secretariat. Results study show that hypothesis zero (H_0) can rejected Because mark significance (Sig.) is less than level significance (α) and value F count more size of F table. These results show that relationship (correlation) between Cultural variables Organization (X_2) with Employee Performance (Y) it can be said to be strong. Apart from that, with the coefficient of determination value, the Performance variable Employee (Y) at the Tomohon City Regional Secretariat can be explained by the Cultural variable Organization (X_2) as big as 67,8%. With thereby performance employee more Good influenced by culture a supportive, open, and focused organization on achievement objective together. This condition shows that environment supportive work values Work together, trust, and mutual support can increase quality performance as a way whole. Cultural organization (X_2) is proven role important in increasing the performance of employees at the Tomohon City Regional Secretariat. A culture conducive organization can increase the performance of employees. This will of course have an impact on the achievement of the objectives of the work program that have been carried out planned. The cultural organization will have an impact on the behavior of employees in an organization and will also have an impact on their achievements.

With increasing performance Work employees will have an impact on the achievement goals that have been set organization because the culture organization can influence to achievement of work programs at the Tomohon City Regional Secretariat. This research is a cultural organization which is the result of the interaction characteristic features influencing habits group person in an environment the organization will form sutu perception subjective whole about the organization based on factors such as the application of mandatory rules, tolerating risk, pressure on team and support from leadership and co-workers in solution task. The perception was whole it will be culture or capable office personality support and influence performance employee at the Tomohon City Regional Secretariat who is indicated with the achievement of the work program that has been carried out set.

Culture organization can made identity separately for every organization, because identity it will be differentiator between One organization with other organizations . In act and behave naturally influenced by culture organizations that have embraced all this time, where culture strong organization is component or something useful device as reference or guidelines For direct behavior every employee, by because it's cultural organization very influential to performance employee at the Tomohon City Regional Secretariat in do something work or Assigned job so that the set work program will be

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achieved . Culture organization, as an influencing external factor performance, can interpreted through draft culture organization described by Sutrisno (2016) and Rivai and Mulyadi (2018). Culture organization , which consists of systems values , beliefs , and norms , create guide influencing behavior How individual respond environment Work. Culture a positive, open, and supportive organization play role key in create environment encouraging work performance employee.

Culture organization in carrying out his leadership focus self in frame ensure implementation duties and responsibilities answer as core activities at the Tomohon City Regional Secretariat office are oriented achievement quality work. Leader endeavor find ways new rated well common done or rare found with orientation process interaction in reach best goal. Because orientation is work the best then the leader directed on readiness shoulder not quite enough big answer in direct, guide and provide motivation as well as involved in a way active together with subordinate in good performance. Cultural strategy organization in enhancement performance Tomohon City Regional Secretariat employee can through: 1) Leader always grow commitment to all over employee to hold firm spirit and values that have been set together; 2) Leader together all over employee related evaluate to what extent overall component system work to get it walk For office progress, 3) development culture organization as implementation and institutionalization that leads on habit work in an office environment and 4) have high integrity in carry tasks and work. Through this research then efforts increase performance employee can done through culture leading organization tie For work, cultivate activity Work with orientation activity direct on what becomes task principal main a employee. These findings are consistent with results research by Ayu Puspita Sari, Syahwarni Ahmad and Helmi Harris at SMA and Pembina Palembang and Suherman Vocational Schools in the Regency Gloomy Raya Central Kalimantan emphasized role culture organization and motivation Work in influence performance.

3. The Influence of Work Motivation on Employee Performance

Results study show that this variable has significant influence to motivation Work. Mark significance (Sig.) which is less than the level significance (α) and value F_{count} more size of F_{table} show that hypothesis zero (H_0) can rejected. These results show that relationship (correlation) between motivation variables Work (X_3)with Employee Performance (Y)it can be said to be quite strong. Apart from that, with the coefficient of determination value, the Performance variable Employee (Y)at the Tomohon City Regional Secretariat can be explained by the Motivation variable Work (X_3) as big as 58,1%. So this research proves that motivation Work influential in a way significant to performance employee. It means employees who have motivation Work tall tend own enthusiasm and encouragement strong For reach objective Work. That matter in line with Ishak and Hendri (2021) put forward this that motivation as a main thing that becomes encouragement every motif for Work. Motivation often interpreted as a motivating factor behavior somebody.

Motivation Work employee at the Tomohon City Regional Secretariat in carry the tasks to be carried out will be determined by big small not quite enough the answer given to existing employees in carry out his task. With exists duties and responsibilities answer this every employee own freedom For determine what to expect and how method for finish the tasks given to her. Giving not quite enough answer in a way individual can optimizing abilities possessed employee in Work with provide ideas or new innovation in achievement objective organization. Motivation Also very needed in Work especially Work The same team, because in do work at the Regional Secretariat no only Work in a way Alone but There is Also work done as a team. Work The same team is an important factor For measure

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performance employee because performance between individuals in the team will decide success something good performance as well as satisfying leader. Motivation Work as an independent variable Also based on the motivation theory explained by Veithzal Rivai and Ella Jauvani Sagala (2013). Motivation interpreted as series influencing attitudes and values individual For reach objective certain. Findings this research is appropriate with motivation theory, where motivation high work, which includes confession on achievements, opportunities development career, and satisfaction work, have influence positive and significant to performance employee. Motivation also that includes confession on achievements, opportunities development career, and satisfaction Work play role key in increase performance employee. Element motivation like confession on achievements, opportunities for develop in career, and satisfaction Work own effect direct on enhancement productivity employee. As a result, apply appropriate policies and programs with need employee can be a successful strategy for increase performance and dedication.

Several motivating factors work that can be done increase performance employee including: 1) leader capable become exemplary, 2) employee own integrity in work, 3) every employee given chance For develop self for do creativity or innovation in working, 4) existence good relationship between leaders and subordinates, and 5) responsibility the answer given by leadership work with Good valued by leader. These findings are consistent with results study Reynala at Hativa Ambon Hospital and Ayu Puspita Sari, Syahwarni Ahmad and Helmi Harris at SMA and Pembina Palembang Vocational School and emphasized role culture organization and motivation Work in influence performance.

4. The Influence of Leadership, Organizational Culture, and Work Motivation on Employee Performance

Research conducted at the Tomohon City Regional Secretariat shows that leadership, motivation, and organizational culture greatly influence employee performance. Mark significance (Sig.) which is less than the level significance (α) and value F_{count} more size of F_{table} show that hypothesis zero (H_0) can rejected. By therefore, can concluded that performance employee (Y) at the Tomohon City Regional Secretariat influenced in a way positive and significant by leadership (X_1), culture organization (X_2) and motivation work (X_3). Analysis addition show strong relationship between these variables; with mark coefficient correlation (®) of 0.835 and coefficient determination (r^2) of 69.8%, can concluded that leadership, culture organization, and motivation Work influential on part big variation in performance employee. The integration of these variables shows that enhancement performance employees can achieved through attention and action holistic to these factors. These results are consistent with findings study Munir M, Andhi S. Hanafi, Reynala, and Ruddy Anton on various sectors, such as RSUD Tugurejo Semarang, RS Hativa Ambon, and RS Advent Manado, show that style leadership, motivation work, and satisfaction Work also contribute positive to performance employee.

This research examines influence of three independent variables leadership, motivation work, and culture work towards one dependent variable main performance employee at the Tomohon City Regional Secretariat. This is different with most research only notice One or two independent variables. In this situation, approach This holistic deliver more picture comprehensive about the complexity of how all three can influence performance employee. This research improves understanding practical and theoretical about complex dynamics involved in effort increase performance level employees organizational with explain How each independent variable affect the dependent variable. By Overall,

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this inclusive approach improves understanding We about components that can influence performance employee in a way collective and what is the management strategy can made For increase performance in a way whole. Integration of leadership and culture variables organization and motivation Work in this research provides more understanding deep regarding the complexity of interactions between variables and their impacts to performance employee at the Tomohon City Regional Secretariat.

CONCLUSION

The conclusion of this research can be described as follows: Leadership has a significant effect on employee performance. This means that good leadership will improve employee performance at the Tomohon City Regional Secretariat. Apart from that, organizational culture has a significant effect on employee performance. This means that the organizational environment in which you work will support improving employee performance at the Tomohon City Regional Secretariat. Next, employee work motivation has a significant effect on employee performance. This means that when employees have high work motivation it will certainly improve employee performance at the Tomohon City Regional Secretariat. Finally, leadership, organizational culture, and work motivation together have a significant effect on employee performance. This means that having good leadership, a supportive work environment, and high work motivation will certainly increase employee performance at the Tomohon City Regional Secretariat.

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