

## EMPLOYEE PERFORMANCE REVIEWED FROM LEADERSHIP STYLE, ORGANIZATIONAL CULTURE, WORK MOTIVATION AND WORK DISCIPLINE AT THE REGIONAL SECRETARIAT OF KLATEN REGENCY

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**Abstract:** The study was conducted to determine the effect of leadership style, organizational culture, work discipline and work motivation on the performance of ASN of the Klaten Regency Regional Secretariat. This type of research is quantitative research. This research was conducted at the Klaten Regency Regional Secretariat and the research time was carried out from March to December 2024. This research was conducted on 80 employees at the Klaten Regency Regional Secretariat. The sampling technique used in this study was the census technique so that the sample numbered 80 people. The data in this study were processed using multiple linear regression analysis tools with the help of SPSS software. Based on the results of hypothesis testing and the discussion that has been carried out, it can be concluded as follows: Leadership style, organizational culture, work discipline, work motivation have a positive and significant effect on the performance of employees of the Klaten Regency Regional Secretariat. This means that the variables of leadership style, organizational culture, work discipline and work motivation contribute to ASN performance by 43.4% while the remaining 56.6% is explained by other variables.

**Keywords:** organizational culture, work discipline, work performance and motivation

### INTRODUCTION

Human resources are people who provide energy, thoughts, talents, creativity to an organization or agency. Every agency is established with the intention and purpose to develop within the scope of its activities



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and want to create good performance in its field. The determining factor for its success is the performance of employees in the agency (Khustina and Laily 2019).

Performance is basically what employees do that influences the amount of contribution they make to the agency where they work (Amalia, N., Budiwati, H., & Irdiana 2021). Performance is the level of achievement of employees that can increase productivity in an organization. Performance is the result of employee work and must be compared with the criteria that have been set in the organization and in improving employee performance, it is necessary to pay attention to the competence and skills possessed by each employee.(Khustina and Laily 2019).

Many factors affect performance, experts say that there are several, namely intrinsic factors including motivation, education, ability, skills and knowledge. Extrinsic factors are the work environment, leadership, work relationships (Mangkunegara 2017).

Factors that influence an employee's performance are leadership style, work discipline, work motivation, competence and the facilities and infrastructure that employees receive in carrying out their work (Supriadi and Simanjuntak 2020).

Leadership style is a behavioral norm used by a person when the person tries to influence the behavior of others. In an organization, an appropriate leadership style is needed to develop a conducive work environment and improve employee performance so that it is expected to produce high productivity. According to (Depitra and Soegoto 2016) stated that leadership style in an organization is an important aspect to improve employee performance. This is because a wise and professional leader in working will certainly be very much liked by employees. Thus, employees will feel appreciated by their leaders.

A good agency also needs a good leader figure and can be a role model for employees by having a commitment to the company's vision and mission. In addition, the leader must also motivate employees to achieve the agency's goals, have creativity and innovation to be developed, and be able to make decisions according to existing problems.(Ahmad Badawi Saluy 2018).

The determinant of success and failure of performance in an organization is believed by experts to have a close relationship with organizational culture, unfortunately, its role is less recognized by employees, especially leaders and related parties who can be trusted to manage the organization. Problems in organizational culture that are divided into primary values such as conflicts between leaders and employees due to unclear goals, visions and missions of an organization/agency, hasty decision making without considering the pros and cons (Hadju and Adam 2019).

The secondary value is focused on public service, the many errors in carrying out work that result in errors in decision making indicate that management awareness of the strategic role and implementation of organizational culture in agencies is still very weak and worrying.(Hadju and Adam 2019).

Organizational culture is the values that guide people to carry out tasks and behave in an organization.(Daslim et al. 2023). Organizational culture refers to the values that members of an organization hold to inspire people in determining actions and behaviors that are acceptable to the organization.(Khaeruddin and Bancong 2022).

Another factor that influences performance is work discipline.(Hasibuan 2018) Work discipline in an agency aims to ensure that all employees in the agency are willing to voluntarily comply with and obey all applicable regulations without any coercion, the higher a person's discipline in working, the more it will affect employee performance, then the discipline variable has also been explained above that work discipline is also an important element that needs to be considered in efforts to improve work quality because the abilities possessed by humans or workers without being supported by high work discipline, the tasks or work carried out will not achieve maximum results and may even experience failure which can be detrimental to the agency or company.

The implementation of discipline in the Regional Secretariat Office of Klaten Regency, one of which is the regulations that are enforced, for example an employee who is late for work without a clear reason, the delay is a lack of compliance with the applicable regulations. Therefore, employees who are less obedient because they are late for work at the initial stage will be given a Warning Letter (SP) one and if they do not heed the warning by still not complying with the regulations, they will be given another warning letter. Thus, the regulations applied in the agency

are a motivation or encouragement for employees to be more punctual and diligent in doing their work.

According to Koontz (Suradinata, 2020), motivation refers to the drive and effort to fulfill and satisfy a need or to achieve a goal. Stoner et.al (2023) said that motivation is a psychological characteristic of humans that contributes to a person's level of commitment, this includes factors that cause human behavior in a certain direction of determination. Stoner said that motivation is a factor that causes a person to channel and maintain their behavior in a certain direction of determination. Meanwhile, Robbins, (2018) stated that motivation is the willingness to put in a high level of effort towards organizational goals that are conditioned by the ability of that effort to fulfill an individual need. From Robbins it can be seen that motivation is an effort that exists within a person in fulfilling their needs in order to achieve organizational goals.

At the Klaten Regency Regional Secretariat Office, it was assessed that the performance of its employees was still unable to achieve the targets set by the agency. This can be seen from the results of direct interviews with the head of the personnel department where the achievement of employee performance in 2021 was 86.1%. This data shows that employee performance has not yet reached 100%, where in the previous year the achievement of employee performance was 84.6%.

The results of the researcher's interview at the Regional Secretary's Office with Mrs. Ririn from the Personnel Section, the results of the interview showed that employee performance in work was still low, this can be seen from the quantity of employee work in the last few months not reaching the target, besides that in terms of quality, employee work results were not as expected, there were several employees who were often late in submitting their work, and low employee initiative in work, this can be seen from employees waiting for orders from their superiors in doing their work.

Based on this explanation, several previous researchers in measuring employee performance used the variables of Leadership Style, Work Discipline and Work Motivation, such as research conducted by(Sunarsi 2018)The results of the study showed that work motivation, work discipline, leadership style, work motivation have a significant effect on the performance of Marvin Foundation Educator employees. Another study by(Rokhman 2023)There is an influence of leadership style, motivation and work discipline on employee performance (Case Study of PT. Modernland Realty, TBK) both partially and simultaneously. Based on the research(Bisma Ayodha Kurniawan Putra, Syadzalina Bilqis, and Catharina Aprilia Hellyani 2023), (Reynilda 2020), and (Bawarodi, Tewal, and Raintung 2017) The results of the study show that organizational culture has a significant impact on employee performance. While the results of the study (Jufrizen and Kandhita 2021) and (Henry Syauta, Afnan Troena, and Setiawan 2012) shows that organizational culture does not have a direct impact on employee performance.

## METHODS

This type of research is quantitative research, namely research used to answer problems through careful measurement techniques on certain variables. This research will be conducted at the Regional Secretariat of Klaten Regency and the research time is carried out from March to December 2024. This research was conducted on employees at the Regional Secretariat of Klaten Regency as many as 80 people.The sampling technique used in this study is the census technique because the sample in this study is the entire population, namely the entire population.State Civil Apparatus at the Regional Secretariat of Klaten Regency. This research was conducted on all employees at the Regional Secretariat of Klaten Regency, totaling 80 people.The data in this study were then processed using multiple linear regression analysis tools with the help of SPSS software. The regression equation model used is as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$$

Information :

Y = Employee Performance

$\alpha$  = Constant, namely the value of Y when the value of X = 0

$\beta$  = Direction of regression coefficient

X1 = Leadership style

- X2 = Work Discipline
- X3 = Motivation
- X4 = Organizational culture
- e = Constant

## FINDING AND DISCUSSION

### Multiple Linear Regression Test

**Table 1.** Multiple Linear Regression Results

No	Variables	Unstandardized B	Information
1	(Constant)	-2,279	Negative
2	Leadership style	0.135	Positive
3	Organizational culture	0.367	Positive
4	Work discipline	0.362	Positive
5	Work motivation	0.051	Positive

Source: processed data

Based on the table above, it can be seen that the regression equation formed is:

$$Y = -2.279 + 0.135 X1 + 0.367 X2 + 0.362 X3 + 0.051 X4$$

From this equation it can be explained that:

- a. Constant (a)  
This means that if leadership style, organizational culture, work discipline and work motivation are considered constant, then ASN performance is negative.
- b. Leadership style coefficient (b1)  
This means that if the leadership style is high, ASN performance will increase.
- c. Organizational culture coefficient (b2)  
This means that if organizational culture improves, ASN performance will improve.
- d. Work discipline coefficient (b3)  
This means that if work discipline is high, ASN performance will increase.
- e. Work Motivation Coefficient (b4)  
This means that if work motivation increases, ASN performance will increase and improve.

### Model Feasibility Test

**Table 2.** Model Testing Results

Model	Fcount	Ftable	Sig.	Standard	Information
Regression	14,354	2.33	0,000	0.05	Eligible Model

Source: processed data

From the results of the model feasibility test, it was obtained that  $F_{count} > F_{table}$  of  $27.552 > 2.56$  with a significance of 0.000, meaning that this analysis is significant with a significance level of less than 0.05, so  $H_0$  is rejected and  $H_a$  is accepted. In other words, there is an influence between leadership style, organizational culture, work discipline and work motivation simultaneously and significantly on the performance of ASN Setda Klaten Regency and meets the feasibility test of the model.

### Hypothesis Testing

**Table 3.** Hypothesis Testing Results

Hypothesis	count	table	Sig.	Standard	Information
H1	2,704	1,665	0.035	0.008	Accepted
H2	4,609	1,665	0,000	0,000	Accepted
H3	4,323	1,665	0.036	0,000	Accepted
H4	2,570	1,665	0.035	0.012	Accepted

Source: processed data

Based on the results of the t-test in the table above, it can be explained in a hypothesis in the following form:

- a. The influence of leadership style on ASN performance

The leadership style variable has a tcount value > ttable (2.704 > 1.665) and a significance of 0.008 < 0.05, so Ho is rejected and Ha is accepted. It can be concluded that there is a positive and significant influence of leadership style on the performance of ASN General Section of the Klaten Regency Secretariat.

b. The influence of organizational culture on ASN performance

The organizational culture variable has a tcount value > ttable (4.609 > 1.665) and a significance of 0.000 < 0.05, so Ho is rejected and Ha is accepted. It can be concluded that there is a positive and significant influence of organizational culture on the performance of ASN Setda Klaten Regency.

c. The Influence of Work Discipline on ASN Performance

The work discipline variable has a tcount value > ttable (4.323 > 1.665) and a significance of 0.000 < 0.05, so Ho is rejected and Ha is accepted. It can be concluded that there is a positive and significant influence of work discipline on the performance of ASN Setda Klaten Regency.

d. The Influence of Work Motivation on ASN Performance

The work motivation variable has a tcount value > ttable (2.570 > 1.665) and a significance of 0.012 < 0.05, so Ho is rejected and Ha is accepted. It can be concluded that there is a positive and significant influence of work motivation on the performance of ASN Setda Klaten Regency.

**Coefficient of Determination Test (R2)**

**Table 4.** Determination Coefficient Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.658	0.434	0.403	1.34122

Source :data processed

Based on the calculation results, the adjusted R square value is 0.434. This means that the variables of leadership style, organizational culture, work discipline and work motivation contribute to ASN performance by 43.4% while the remaining 56.6% is explained by other variables not proposed in this study such as: workload, work experience, education and others.

**Discussion**

1. The influence of leadership style on the work performance of employees of the Klaten Regency Regional Secretariat

Based on the research results, it was found that leadership style influences the performance of employees of the Regional Secretariat of Klaten Regency. These results indicate that a high leadership style will influence the performance of employees at the Regional Secretariat of Klaten Regency.

The results of this study are supported by research conducted by Jamaluddin (2017), which found that leadership style has a significant effect on employee performance. The results of research from Titioka and Siahainenia (2019), which found that leadership style has a significant effect on employee performance. Similar research conducted by Sagrim (2016), which found that leadership style has a significant effect on performance.

According to (Mulyadi, 2011) leadership style is a set of characteristics used by leaders to influence subordinates so that organizational goals are achieved or it can also be said that leadership style is a pattern of behavior and strategies that are mastered and often applied by a leader. Other researchers conducted by (Fitroni, Febrian & Yuniyanto, 2017) and (Murtiningsih, 2017) in their studies analyzed Leadership Style on employee performance.

The results of the study indicate that Leadership Style has a positive and significant effect. With the results of the study, it has been tested and proven that Leadership Style has an effect on Employee Performance. Thus, it is expected that leadership style plays an important role in improving employee performance personally which will encourage each unit to then have an impact on employee performance.

2. The influence of organizational culture on employee work performance.

The results of the study indicate that there is an influence of organizational culture on the performance of employees of the Klaten Regency Regional Secretariat. A high organizational culture will affect the performance of employees of the Klaten Regency

Regional Secretariat. A structured, transparent, and progressive work culture will help increase employee engagement and as a result, also increase employee performance levels. So, if you want to build a high-performance workforce, the first thing to invest in is improving workplace culture, changing organizational culture and employee engagement strategies is not easy. However, it is definitely worth the investment. Then regarding work discipline on employee performance based on the results of the reviewed research, there is a positive and significant influence between compensation and employee performance. This is indicated by the regression coefficient value, it can be concluded that the higher the compensation, the higher the employee performance.

The results of this study support the research conducted by Efendi et al (2020) which found that compensation has a positive and significant effect on employee performance. Research conducted by Pangastuti (2020) and Rifa et al (2019) found that work discipline has a positive and significant effect on employee performance. The same thing was also found by Eko G. et al (2012), Tanjung (2019) and Fitriani (2018) where Leadership style, Organizational culture and work discipline have an influence on employee performance.

### 3. The Influence of Work Discipline on the Performance of Employees of the Regional Secretariat of Klaten Regency

The results of the study indicate that there is an influence of work discipline on employee performance. The higher the work discipline, the higher the performance of employees of the Regional Secretariat of Klaten Regency. Work discipline is one aspect that affects employee performance. Discipline is an attitude of willingness and willingness of a person to obey and comply with the norms of regulations that apply around them. Good employee discipline will accelerate the company's goals, while declining discipline will be an obstacle and slow down the achievement of goals.

According to Sinambela (2017) work discipline is a person's ability to work regularly, diligently, continuously and work in accordance with applicable rules without violating the rules that have been set. According to (Mustika, 2019) and (Rosalina & Trias Setyowati, 2019), the results of the study showed that the relationship between work discipline has a positive and significant effect on employee performance. Thus, the application of discipline is expected that employees always obey all regulations, so that the better the work discipline, the higher the performance achieved.

### 4. The Influence of Motivation on the Performance of Employees of the Regional Secretariat of Klaten Regency

The results of the study indicate that there is an influence of organizational culture on employee performance. Motivation affects employee performance, as stated by Badeni (2013: 76) who stated that motivation is one of the most important aspects in determining a person's behavior, including work behavior. In order for someone to be able to motivate someone, he needs to understand how the motivation process is formed.

Motivation affects employee performance, this is in accordance with the opinion put forward by Robbins in Edy Sutrisno (2009: 117) which states that motivation is a willingness to try as optimally as possible in achieving organizational goals that are influenced by efforts to motivate several employee needs. So that the motivation to work is very important for the high and low work performance achieved by employees. Looking at the theory put forward by Robbins, the efforts made by the Klaten Regency Regional Secretariat in motivating employee work are by providing adequate salaries, opportunities to work together, providing recognition and appreciation, having the opportunity to act and think independently and having

## CONCLUSION

Based on the results of hypothesis testing and discussion that have been done, it can be concluded as follows: Leadership style, organizational culture, work discipline, work motivation have a positive and significant effect on the performance of employees of the Klaten Regency Regional Secretariat. Based on the calculation results, the adjusted R square value is 0.434. This means that the variables of leadership style, organizational culture, work discipline and work motivation contribute to ASN performance by 43.4% while the remaining 56.6% is explained by other variables not proposed in this study. Further research is expected to develop this study by

using other independent variables besides leadership style, organizational culture, work discipline and work motivation that can affect performance, considering that there is still an influence of 56.6% outside the variables of this study such as workload, work experience, education and others.

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