The Influence of Leadership, Organizational Culture and Motivation Toward Employee Performance at Maros Department of Education

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Abstract: *In a government organization, the success or failure in the implementation of the tasks and governance, influenced by the leadership, organizational culture and motivation, which in turn will create and improve employee performance. The purpose of this research was to analyze the influence of leadership on employee performance and analyze the influence of organizational culture on employee performance. The experiment was conducted at Maros Department of Education.Sampling technique used was stratified random sampling based on the level of groups of Civil Servants (Group I, II, III, and IV). The data used were primary and secondary data. Data analysis method used was Structural Equation Model (SEM). The results of this study are the indicators of leadership instruction, consultation, participation and delegation does not affect the performance of employee at Maros Department of Education. Organization's culture final outcome indicators, work obedience and employment, innovation, detail / accuracy in work, results orientation, employee morale and aggressiveness, satisfaction andconsistent effect on employee performance Maros District Education Office.*

Keywords: Leadership; Organizational culture; Performance

1. Introduction

On a governmental organization, the success or failure inthe implementation of the tasks and governance, influenced by theleadership, organizational culture and motivation, which in turn will shaping and improve employee performance (Son et al, 2012; Istianto 2009;Wahyudi, 2006: Ruvendi, 2005). Organizational culture can be understood asthe perception of the organization's members about the norms relating to organization's work activity, whereas the organization's culture perceived as the behavior ofeach member of the organization that affected by the perceptions andbehavior of other members in the organization system (Tjiharjadi 2007; Ma'rifah,2005; Koesmono, 2005).

The existences of motivation, in this case their motivation for achievement will encouragepeople to develop knowledge and abilities in order to achievea better work performance (Arief, 2011; Abast, 2011). Employee performance withinorganizations leading to their ability in executingthe overall tasks they are responsible to. These tasksare based on several achievement indicators that had been established(Darwito, 2008).

The Employees of MarosDepartment of Education are still shows manydisparities that are less fit with the given indicators, there are still someweaknesses shown by employees such as less motivated towork. Therefore the improvement of the employee's performance at Maros Department of Education need to be addresses as a real issue for the effective implementation of the tasks andfunctions of the institution so that the employee's performance worthy regarded as a cultural phenomenon that can be influenced by various factors. The purpose of this research wasto analyze the influence of leadership on employee performance and analyze theinfluence of organizational culture on employee performance.

2. Methodology

Research Site and Sampling Methods
This research was conducted at the Maros Department of Education. Stratified random sampling was applied as a sampling method which classified the employee based on their stratified level such as Gol. I, II, III, andIV. The amounts of samples in this research were 146 employees.

Types and Sources of Data
Primary data is data collected directly from the source which were the civil servants (Gol. I, II, III, IV) at Maros Department of Education. Secondary data isdata obtained by taking the data that already exists in the institutions,relevant books, records and reports related to the research.

Data Analysis Methods
This research uses Structural Equation Model (SEM) as data analysis method to analyze the effect of leadership, organizational culture and work motivation as the independent variables alongside with its indicators toward the employee performance alongside with its indicators.

3. Results and Discussion

Effect of Leadership toward Employee Performance
Leadership is the ability to influence a group to achieve their goals. Each organization has its intended purposeand the leaders should perform variety of ways toinfluence the groups within the organization in a way to achieve its goals.The leadership indicators consist of instruction, consultation, participation and delegation dimensions. The results of the leadership indicators assessment can be seen inTable 1 below.

Table 1 shows the respondents' assessment of the variable leadership with a mean value of 4.31, this means that the average respondent provide a good assessment of the

leadership indicators such as instruction, consultation, participation and delegation in improving employee

satisfaction and employee performance at Maros Department of Education.

Table 1: Respondent answers on leadership variable

Indicators	Symbol	Respondent Answer						Total	Mean
		0.00 - 1.00	1.01 - 2.00	2.01 - 3.00	3.01 - 4.00	4.01 - 5.00	N	Score	
Instruction	X1.1	0	0	16	58	72	146	640	4.38
		0.00	0.00	10.96	39.73	49.32			
Consultation	X1.2	0	0	10	82	54	146	628	4.30
		0.00	0.00	6.85	56.16	36.99			
Participation	X1.3	0	0	20	84	42	146	606	4.15
		0.00	0.00	13.70	57.53	28.77			
Delegation	X1.4	0	1	13	60	72	146	641	4.39
		0.00	0.68	8.90	41.10	49.32			
Mean Leadership Variable									4.31

The main indicators that form the leadership is the delegate indicators with a mean of 4.39, it shows that delegating task is one of key success in leadership. Instructions indicator, came with a medium result as much as 16 respondents or 10.96% means the instruction indicator is important enough to form a leadership, group of 58 respondents or 39.73% says agree and as many as 72 respondents or 49.32% strongly agree, it shows that instructions indicator play very important role in shaping the leadership among employee at Maros Department of Education. As well as consultation indicators as much as 10 respondents or 6.85% were disagree it means that the consultation play medium role to establish leadership, as many as 82 respondents or 56.16% says agree and as many as 54 respondents or 36.99% strongly agree it means consultation indicators play also similar important role in shaping leadership among Maros Department of Education employee.

Participation indicators shows as much as 20 respondents or 13.70% means the participation is play medium role in shaping the leadership, as many as 84 respondents or 57.53% says agree and as many as 42 respondents or 28.77% strongly agree this result indicate that participation has also important role in shaping the leadership among employee at Maros Department of Education.

There is only one respondent came up with disagree toward delegation thus it shows only 0.68% while 13 respondents or 8.90% came up with quiet agree, 60 respondents or 41.10% says agree, and the other 72 respondents or 49.32% says strongly agree, thus this means delegation plays very important role in shaping the leadership among employee at Maros Department of Education.

The final stage of CFA (Confirmatory Factor Analysis) measurement results for leadership variable shows there were 4 indicators that can provide a better model fit. The regression weight of all indicators is significant at (p <0.05) on the ML estimates.

The leadership variable constructs result was measured using goodness of fit index as shown in Table 2 following the criteria presented models as well as the critical value. From the measurement of the proposed model shows that the overall measurement of the construct shows the measurement value above the critical index which means that the test model has been in accordance with the data, so it can be tested further. The criteria in question can be seen

in Table 2 below.

Table 2: Goodness of Fit Index for Leadership Variable

Goodness of Fit Index	Cut-off Value	Model Result*	Information
Chi_Square	Expected small	2.667 (0.05:2=5.991)	Marginal
Probability	≥ 0,05	0,264	good
CMIN/DF	≤ 2,00	1,333	good
RMSEA	≤ 0,08	0,048	good
GFI	≥ 0,90	0,991	good
AGFI	≥ 0,90	0,956	good
TLI	≥ 0,94	0,991	good
CFI	≥ 0,94	0,997	good

The Table 2 above shows that the measurement model of leadership was fit indicates the similarity between data and model it was based on the existing eight fixed criteria that fit the required criteria. Thus we can conclude the measurement model was acceptable.Furthermore, to determine which variables can be used as indicator of leadership can be observed from the value of coefficient loading factor orlambda (λ) and the level of significance, reflecting an indicator ofleadership as shown in Table 3.

Loading factor (λ) in Table 3 shows the measurement results of leadership variable testing model of each indicator that describes constructs, particularly latent variables (unobserved variables), based on the measurement result shows the significant value of all the indicators thus can be used in further measurement.

Table 3: Loading Factor (λ) Leadership Factor Measurement

Variabel Indicator	Loading Factor (λ)	Critical Ratio	Probability (p)	Information
Leadership				
X1.1	0,702	Fix	0,000	Significant
X1.2	0,690	7,825	0,000	Significant
X1.3	0,601	6,842	0,000	Significant
X1.4	0,945	8,982	0,000	Significant

The validity tests were conducted to determine the validity of indicators, if the value of t- test is greater than 1.96 (t count>1.96) means all the indicators declared invalid. Reliability test was measure by comparing the Cronbach alpha value, if the alphacronbach(a) greater than 0.60 then the research data is considered quite good andreliable. The result of validity and reliability test can be seen in Table 4.

Table 4: Results of Validity and Reliability study

Variable	Koeficient Cronbach	Indicator	R	Sig	Information
Leadership	0,820 (Reliabel)	X1.1	0,789	0,000	Valid
		X1.2	0,797	0,000	Valid
		X1.3	0,743	0,000	Valid
		X1.4	0,896	0,000	Valid

Based on the results shown in table 4 we can conclude all of the indicators being used were valid, proven by the greater value of r than r table (r> 0.16). While the reliability test results shows allindicators of research has the Cronbach alpha value (a) greater than 0.60 thenthe research data is considered quite good and reliable.

Once the model is accepted, further testing is to determine the effect between latent variables. The significance acceptance level set to 5%, therefore if the CR value > 1.96 or P $\leq$0.05 then we conclude there is significant effect among the variables,the results are shown in Table 5.

Table 5: Results of Testing Latent Variables

Variable Independent	Variable Dependent	CR	Direct Effect	Indirect Effect	Total Effect	p-value	Information
X1	Y	0,431	0,036	-	0,036	0,666	not significant

Based on table 5 SEM measurement results shows the calculating of the critical ratio (CR) t is greater than t table (0.431 < 1.96) andprobability index (p) is greater than 0.05 (0.666> 0.05), indicating that the two variables do not have significant causal relations. Based on the path coefficients result indicate that leadership have a positive influence onperformance, marked by the path coefficient of 0.036.

Organization Culture on Employee Performance
Organizational culture is a set of assumptions or system of beliefs, values and norms developed within the organization guidingthe behavior of its members to overcome the problem of external adaptationand internal. The indicators of organizational culture in this study isattention to the final outcome of work and obedience work, innovation,detail / accuracy in work, results orientation, employee morale and aggressiveness,satisfaction and consistent. The results of respondents' assessment of the indicators of organizational culture can be seen in Table 6 below.

Table 6: Frequency Respondents Answers on Organizational Culture Variable

Indikator	Symbol	Respondents answers					N	Score Total	Average
		0.00 - 1.00	1.01 - 2.00	2.01 - 3.00	3.01 - 4.00	4.01 - 5.00			
Attention on final outcome	X2.1	0	0	11	98	37	146	610	4.18
		0.00	0.00	7.53	67.12	25.34			
Inovation	X2.2	0	1	24	94	27	146	585	4.01
		0.00	0.68	16.44	64.38	18.49			
Work Accuracy	X2.3	0	0	30	92	24	146	578	3.96
		0.00	0.00	20.55	63.01	16.44			
Outcome Oriented	X2.4	0	0	25	101	20	146	579	3.97
		0.00	0.00	17.12	69.18	13.70			
Work Spirit	X2.5	0	0	44	87	15	146	555	3.80
		0.00	0.00	30.14	59.59	10.27			
Achievement	X2.6	0	3	29	97	17	146	566	3.88
		0.00	2.05	19.86	66.44	11.64			
Consistency	X2.7	0	0	35	92	19	146	568	3.89
		0.00	0.00	23.97	63.01	13.01			
Mean Organizational Culture Variable									4.03

Table 6 shows an overview of respondents' assessment on organizational culture with a mean value of 4.03 it means that average respondents gave a good assessment of the motivation withattention to the final outcome of work and obedience work, innovation,detail/accuracy in work, results orientation, employee morale and aggressiveness,satisfaction and consistency in increasing job satisfaction and employee performance among the employee at Maros Department of Education. The attention to the final outcome of work andobedience work proved to be dominant indicators in shaping organization's culture with average values (mean) of 4.18. Meaning the attention to the work outcome and work obedience are important in shaping a culture of organizations among the employees of Maros District Education Department.

Attention to the final outcome of work and work obedience came up with medium result indicate by as much as 11 respondents or 7.53% shows that attention to the final outcome and obedience work are important enough to shape the culture of the organization. For as many as 98respondents or 67.12 % of respondents says agree and as many as 37 respondents or 25.34%says strongly agree thus it indicate that the attention to the final outcome of work and work obedience are very important in shaping organization's culture among employee at Maros Department of Education.

For innovation at work, as many as 1 respondent or 0.68% says innovation is less important work in shaping the culture of the organization, as many as 24 respondents or 16.44% says quite agree, as many as 94 respondents or 64.38% says agree and as many as 27 respondents or 18.49% says strongly agree, thus it indicate innovation at work is very important in shaping the organizational culture among

employee at Maros Department of Education.

For work accuracy, as many as 30 respondents or 20.55% says quite agree indicate that the workaccuracy is important enough in shaping the culture of the organization, as many as 92 respondents or 63.01% says agreed and as many as 24respondents or 16, 44% says strongly agree, thus it indicate that work accuracy play important role in shaping organizational culture among employees ofMaros Department of Education.

For results orientation as many as 25 respondents or 17.12% says quite agree, indicate the result orientation has important enough role in shaping the culture of the organization, as many as 101respondents or 69.18% says agree and as many as 20 respondents or 13, 17% saysstrongly agreed, indicate that result orientation play important role in shaping the organization's culture among employee at Maros Department of Education.

Work spirit indicator shows as many as 44 respondents or 30.14% says quite agree indicate the work spirit is important enough in shaping the culture of the organization, as many as 87respondents or 59.59% agreed and as many as 15 respondents or 10.27 % says strongly agree, indicate the work spirit play important role in shaping the organization's culture among employee at Maros Department of Education.

For achievement indicator, as many as 3 respondents or 2.05% says hardly agree indicate the achievement indicators consider less important in shaping organization's culture, as many as 29 respondents or 19.86% says quite agree, there were 97 respondents or 66.44% says agree, andas many as 17 respondents or 11.64% says strongly agree, indicate that achievement is very important in shaping the organizational culture among employee at Maros Department of Education.

Consistency Indicator result as follow, as many as 35 respondents or 23.97% says quite agree, as many as 92 respondents or 63.01% agree and as many as 19 respondents or 13.01% says strongly agree, indicate that consistency is considered important in shaping the organizational culture among employee at Maros Department of Education.

The Confirmatory Factor Analysis (CFA) final stage model measurement result using seven indicators of organizational culture variables that provide a better model fit. All seven indicator has regression weight of significant(p <0.05) for both the ML estimates.

The organization's culture variable constructs result were measured using goodness of fit index as shown in Table 5 following the criteria presented models as well as the critical value. From the measurement of the proposed model shows that the overall measurement of the construct shows the measurement value above the critical index which means that the test model has been in accordance with the data, so it can be tested further. The criteria in questioncan be seen in Table 7 below.

Table 7: Evaluation Criteria Goodness of Fit Indices Variable Organizational Culture

Goodness of fit index	Cut-off Value	Result Model	Information
Chi Square	Expected small	59,663 (0.05:14=23.684)	Marginal
Probability	$\geq 0,05$	0,000	Marginal
CMIN/DF	$\leq 2,00$	4,262	Marginal
RMSEA	$\leq 0,08$	0,150	Marginal
GFI	$\geq 0,90$	0,885	Marginal
AGFI	$\geq 0,90$	0,770	Marginal
TLI	$\geq 0,94$	0,859	Marginal
CFI	$\geq 0,94$	0,906	Marginal

Table 7 above shows that the measurement model of organizational culture is fit thus indicates the similarity among data and model. It was based on the existing eight fixed criteria that fit the required criteria. Thus we can conclude the measurement model is acceptable.

Furthermore, to determine the variables that can be used as anindicator of organization's culture can be observed from the value of coefficient loading factor orlambda (λ) and the level of significance, that reflecting as an indicator of organization's culture as shown in Table 8.

Table 8: Loading Factor (λ) Measurement of Factor Organizational culture

Indicators Variable	Loading Faktor (λ)	Critical Ratio	Probability (p)	Information
Organization's Culture				
X2.1	0,690	6,122	0,000	Significant
X2.2	0,777	6,552	0,000	Significant
X2.3	0,783	6,581	0,000	Significant
X2.4	0,841	6,815	0,000	Significant
X2.5	0,651	5,906	0,000	Significant
X2.6	0,704	6,197	0,000	Significant
X2.7	0,550	Fix	0,000	Significant

Loading factor (λ) in Table 8 shows the results of testing of models oforganizational culture variable measurement of each indicator that describesconstructs, particularly latent variables (unobserved variables), from the test resultsshow that all significant indicator values so that all indicatorsincluded in subsequent testing.

The validity tests were conducted to determine the validity of indicators, if the t-test value is greater than 1.96 (t count>1.96) means all the indicators declared valid. Reliability test was measure by comparing the Cronbach alpha value, if the alphacronbach(a) greater than 0.60 then the research data is considered quite good andreliable. The result of validity and reliability test can be seen in Table 9

Based on the results shown in table 9 we can conclude all of the indicators being used were valid, proven by the greater value of r than r table (r> 0.16). While the reliability test results shows all indicators of research has the Cronbach alpha value (a) greater than 0.60 then the research data is considered quite good and reliable.

Table 9: Validity and Reliability Test Results Indicators study variables

Variable	Koeficient Cronbach	Indicator	R	Sig	Information
Organizational Culture	(0,880) (Reliabel)	X2.1	0,741	0,000	Valid
		X2.2	0,775	0,000	Valid
		X2.3	0,793	0,000	Valid
		X2.4	0,827	0,000	Valid
		X2.5	0,745	0,000	Valid
		X2.6	0,786	0,000	Valid
		X2.7	0,677	0,000	Valid

Once the model is accepted, further testing is to determine the effect between latent variables. The significance acceptance level set to 5%, therefore if the CR value > 1.96 or $P \leq 0.05$ then we conclude there is significant effect among the variables, the results are shown in Table 10.

Table 10: Testing Results for Latent Variables

Variable Independent	Variable Dependent	CR	Direct Effect	Indirect Effect	Total Effect	p-value	Information
X2	Y	2,102	0,246	-	0,246	0,036	Significant

Based on table 10, SEM measurement results shows the calculating of the critical ratio (CR) t is greater than t table (2.102 >1.96) andprobability index (p) is greater than 0.05 (0.036> 0.05), indicating that the two variables have a significant causal relations. Based on the path coefficients result indicate that organization's culture have a positive influence onperformance, marked by the path coefficient of 0.036.

4. Conclusion

Based on the results and discussion in this research it can be conclude as follows :
1) Leadership indicators such as instruction, consultation, participation and delegation do not affect the performance of employee at Maros Department of Education.
2) Organizational culture with the final outcome indicators obedience work and employment,innovation, detail/accuracy in work, results orientation, employee morale andaggressiveness, satisfaction and consistent effect on employee performance at Maros Department of Education.

5. Suggestions

For the public servant, it is very important to always provide and improve service quality. Therefore, it has becomeimperative for stakeholders (local government or institution), providesthe opportunity for all employees to develop themselves through science or higher education toimprove their quality.

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