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## **Analysis of the Effect of Organizational Culture, Leadership Style, and Work Motivation on the Performance of Government Employees in the City of Banda Aceh With Job Design as a Mediation Variable**

**\*Feriza Fahmi, Muhammad Adam, & Mukhlis**

Management Department, Universitas Syiah Kuala, **Indonesia**

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### **Abstract**

This study was to examine the influence of organizational culture, leadership style, and work motivation on employee performance with job design as a mediation variable. The population was government employees of Banda Aceh City. Sample was determined by the formula 5 times the number of indicators so that there were 165 respondents. The research model was analyzed using SEM-AMOS. The results reveal that culture affects job design, leadership affects job design, motivation affects job design, culture does not affect performance, leadership affects performance, motivation affects performance, job design affects performance, culture affects performance through job design, leadership affects performance through job design, and motivation affects performance through job design. The results also prove that job design functions as a full mediator in the cultural model affecting performance, and as a partial mediator in the leadership and motivational model influencing performance. So the findings explain that the model for improving the performance of the Banda Aceh City government is a function of strengthening culture, adjusting leadership, and increasing motivation and job design fit. This finding proves that this research model is verified so that it can be used as a reference for further research/findings.

**Keywords:** Organizational Culture, Leadership Style, Work Motivation, Job Design, Employee Performance.

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### **1. Introduction**

Improving organizational performance and employee performance is the hope of all organizations, including the ranks of the Banda Aceh City government which is an indicator of the progress of Government services and development in Aceh Province. The Banda Aceh City Government employs quite many civil servants, although the performance is good but not optimal. Many factors are the cause of their not yet optimal performance and therefore become interested in research. As an organization that serves the public or community interests, the Banda Aceh City government is

required to be able to provide the right design for its ASN, so that they can make a good contribution to the city government in the form of their performance.

The performance of employees in the Banda Aceh City government based on observations shows a tendency to decrease individually. This can be seen from the ability of employees to prepare work plans which are still relatively low, the way employees work without planning, and employees have not been able to realize work plans. Several factors can affect the achievement of the performance of the Banda Aceh City government, one of which is the achievement of employee performance. Furthermore, the low performance of employees in the Banda Aceh City government cannot be separated from the influence of Job Design factors adopted by ASN, especially in carrying out their main duties and functions.

The initial survey proves there are still many employees unsatisfied in carrying out their duties, can be seen from their sense of happiness, low productivity, employee morale, enthusiasm, and sincerity and less careful in carrying out work responsibilities and the lack of ability of employees to overcome boredom at work. From the point of view of personnel management, Job Design greatly affects the quality of work life. The next factor indication is organizational culture, leadership style, and employee work motivation to support job design and performance towards higher productivity.

## **2. Literature Study**

### **Employee Performance**

The definition of a civil servant is every citizen who has met the specified requirements, is appointed by an authorized official, and assigned duties in a public office. Organizational performance depends on the performance of its employees (Gibson, Ivancevic, & Konopaske, 2012). Performance is organizational behavior that is directly related to the production of goods or the delivery of services (Admin\_prokomsetda, 2019). (Yukl, 2010) defines performance as the result of work-related to organizational goals such as quality, efficiency, and other effectiveness criteria. Specifically for the State Civil Apparatus (ASN), the measurement of employee performance refers to the Indonesian Government Regulation, namely the ASN Work Targets (SKP): a) Quantity, b) Quality, c) Time, and d) Cost

### **Job Design**

According to (Rivai & Sagala, 2014), Job design or Job Design is the process of determining the tasks to be carried out. (Hackman & Oldham, 1980) in (Robbins & Judge, 2012), revealing a clear division of work will improve Job Design, high motivation and low absenteeism provide Job Design to employees which has an impact on improving employee performance. Almost the same definition was proposed by (Dessler & Angelica, 2016), that a job design is a written statement of what the worker is to do, how that person does it, and what the working conditions are. The indicators of job design according to (Robbins & Judge, 2017),

revealed that with five indicators, namely: skill variation, task identity, task significance, autonomy, feedback.

### **Organizational culture**

(Robbins & Judge, 2017), Organizational culture refers to the system of shared meanings held by members that distinguish the organization from other organizations. According to Cheeran (2015), Organizational culture is a certain collection of values and norms that have been owned by each person and group. Organizational culture can affect achievement (Siswanto & Sucipto, 2008). The indicators of organizational culture according to (Robbins & Judge, 2017), namely: innovation and risk-taking, attention to detail, work results orientation, individual orientation, team orientation, and aggressiveness.

### **Leadership Style**

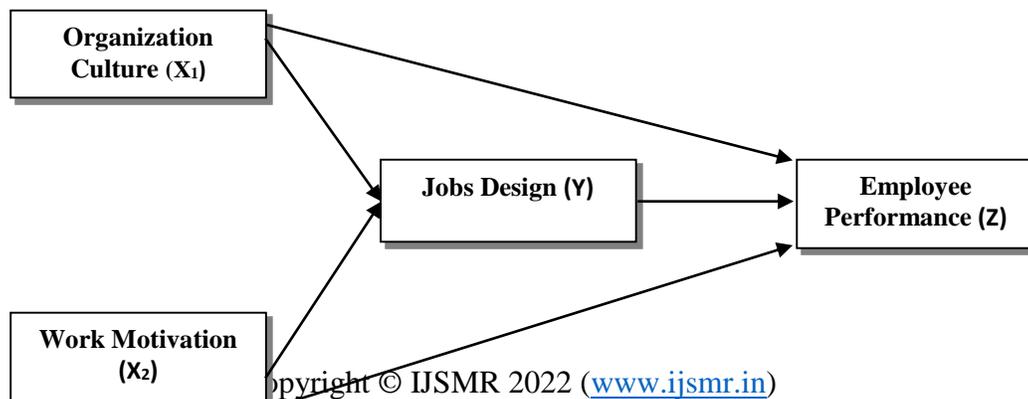
(Gopal & Chowdhury, 2014) states that Leadership Style is the way a leader influences the behavior of subordinates which aims to encourage work enthusiasm. Meanwhile, (Basna, 2016) states that: "Leadership style represents the philosophy, skills, and attitudes of leaders in politics". (Thoha, 2012) argues that: "Leadership style is a behavioral norm that a person uses when that person tries to influence the behavior of others as he sees it". Leadership Style Indicators by (Wilderom, Berg, & Wiersma, 2012) is as follows; communication, maturity, humility, compassion, substance, and belief.

### **Work Motivation**

Motivation is the willingness to make a high-level effort to achieve organizational goals, which is conditioned by the individual. Here we refer to organizational goals because our focus is on behavior related to work-related organizational goals. There are three key elements in the definition: effort, organizational goals, and needs (Porter, Bigley, & Steers, 2003). Indicators of Work Motivation According to (Azar & Shafighi, 2013) are as follows: Physical Needs, Needs for safety & security, Social needs, Needs for esteem, Needs for self-realization

### **Research Model and Hypotheses**

The author formulates the study model framework and hypotheses as follows.



### Figure 1. Effect of Variables

- H1: Organizational Culture Affects Job Design
- H2: Leadership influences Job Design
- H3: Motivation affects Job Design
- H4: Organizational Culture Affects Performance
- H5: Leadership affects Performance
- H6: Motivation affects Performance
- H7: Job Design Affects Performance
- H8: Organizational Culture Affects Performance through Job Design
- H9: Leadership Affects Performance through Job Design
- H10: Motivation affects Performance through Job Design

### 3. Method

The research was conducted in the government of Banda Aceh City, Indonesia. The research subject/population was the civil servants (ASN) from various offices of the Banda City Government and the Banda Aceh City secretariat. Sample was determined according to the rules of Structural Equation Modeling (SEM) analysis using the formula 5 times the number of indicators (Ferdinand, 2014) so that in this research there are 5 x 33 indicators and a total of 165 samples. This sample size can also represent 10 percent of the number of ASN in the ranks of the Banda Aceh City Government. The sampling carried out in this study used proportional random sampling, in the sense that the sampling was adjusted to the proportion of employees in the work unit. Work units with many employees sampled a lot and vice versa (proportional).

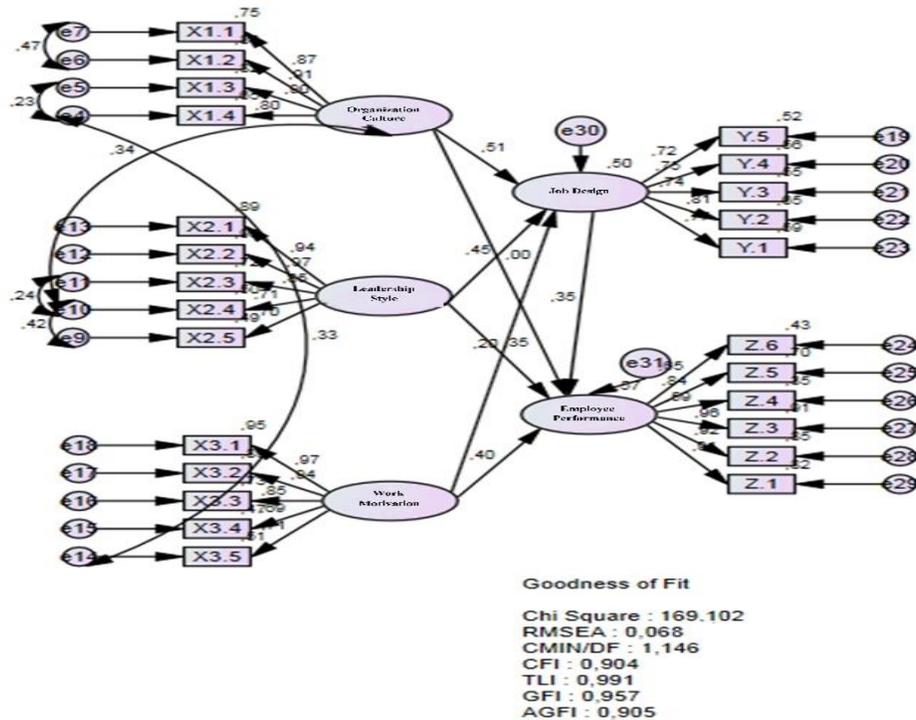
**Table 1. A proportional sampling of ASN in the Banda Aceh City Government**

| No.    | Work unit                              | Number of civil servants | Sample |
|--------|--|--------------------------|--------|
| 1      | Banda Aceh City Secretariat            | 135                      | 14     |
| 2      | Department/Board                       | 1361                     | 136    |
| 3      | General hospital                       | 42                       | 4      |
| 4      | PDAM (Regional drinking water company) | 35                       | 3      |
| 5      | Sub-district office                    | 81                       | 8      |
| Amount |  | 1.654                    | 165    |

Source: City Government, 2022

### 4. Result

After a series of tests have been carried out and the standard values have been set, here is the full model test image.



**Figure 2. Structural Model**

The results of hypothesis testing are directly presented below.

**Table 2. Regression Weight**

|                      |      |                      | Estimate | S.E.  | C.R.  | P     |
|----------------------|------|----------------------|----------|-------|-------|-------|
| Job Design           | <--- | Organization Culture | 0.353    | 0.060 | 7.627 | 0.000 |
| Job Design           | <--- | Leadership Style     | 0.448    | 0.055 | 6.878 | 0.000 |
| Job Design           | <--- | Work Motivation      | 0.201    | 0.053 | 3.092 | 0.02  |
| Employee Performance | <--- | Organization Culture | 0.005    | 0.059 | 0.064 | 0.949 |
| Employee Performance | <--- | Leadership Style     | 0.345    | 0.051 | 4.939 | 0.000 |
| Employee Performance | <--- | Work Motivation      | 0.401    | 0.042 | 6.803 | 0.000 |
| Employee Performance | <--- | Design Jobs          | 0.353    | 0.080 | 3.858 | 0.000 |

The explanation of the results of direct hypothesis testing is as described below

#### The Role of Culture in Job Design

The role of Culture on Job Design (Job Design) test provides P 0.0001. The meaning is that Culture affects the improvement of Job Design. The coefficient is 0.353 or 35.3% so strengthening Culture will improve the suitability of Job Design. So it proves that the job design suitability model in the Banda Aceh city government is a function of strengthening and cultural matching in the institution.

### **The Role of Leadership on Job Design**

The role of Leadership on Job Design test provides P 0.000. The meaning is that Leadership affects the improvement of Job Design. The coefficient is 0.448 or 44.8%, which explains that Leadership will improve the suitability of Job Design. So it explains that the job design suitability model for the Banda Aceh City government is a function of the suitability of the leadership style it implements.

### **The Role of Motivation in Job Design**

The role of Motivation on Job Design test provides P 0.002. The meaning is that motivation affects the improvement of Job Design. The coefficient is 0.201 or 20.1%, which reveals that the better the motivation will improve the suitability of Job Design. So it can be ascertained that the job design matching model in the Banda Aceh city government is a function of increasing motivation for its employees.

### **The Role of Culture on Performance**

The role of culture on performance test provides P 0.949. The meaning is that Culture does not affect Performance. So it figures that the model of improving the performance of Banda Aceh city government employees is not a function of strengthening and cultural matching. Whatever is done to strengthen the culture will not have an impact on improving its performance.

### **The Role of Leadership in Performance**

The role of Leadership on Performance test provides P 0.000. The meaning is that leadership affects performance. The coefficient is 0.345 or 34.5%, which illustrates that the higher the level of leadership, the higher the performance. So it reveals the model of improving the performance of the Banda Aceh city government employees is a function of the suitability of the leadership style that is implemented.

### **The Role of Motivation on Performance**

The role of motivation on performance test provides P 0.0001. The meaning is that motivation affects performance. The coefficient is 0.401 or 40.1%, which reveals that the higher the level of leadership, the higher the performance. Providing better external and internal motivation can encourage employees to work more productively. So it can be ascertained that the

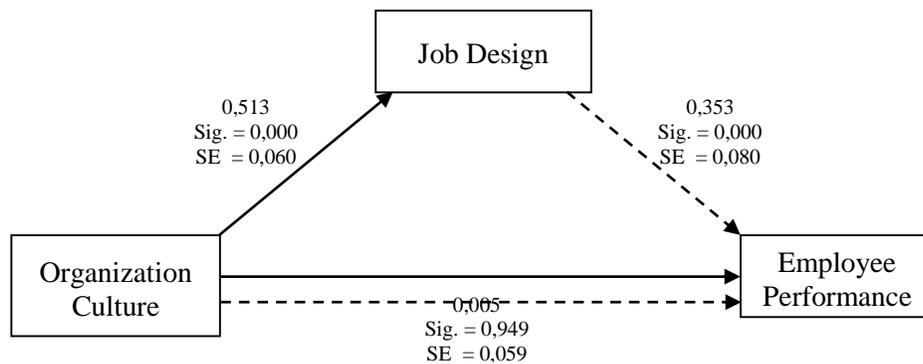
model of improving the performance of the Banda Aceh city government employees is a function of increasing the motivation of its employees to work.

**The Role of Job Design on Performance**

The role of Job Design on Performance test provides P 0.0001. The meaning is Job Design affects Performance. The coefficient is 0.353 or 35.3%, which illustrates that the more suitable the Job Design, the higher the Performance. So it explains the model of improving the performance of the Banda Aceh city government employees is a function of the job design adjustments made by the institution.

**The Role of Culture on Performance through Job Design**

Testing the mediating effect of Culture on Performance can be explained as follows:



**Figure 3. Testing the H8 Mediating Effect**

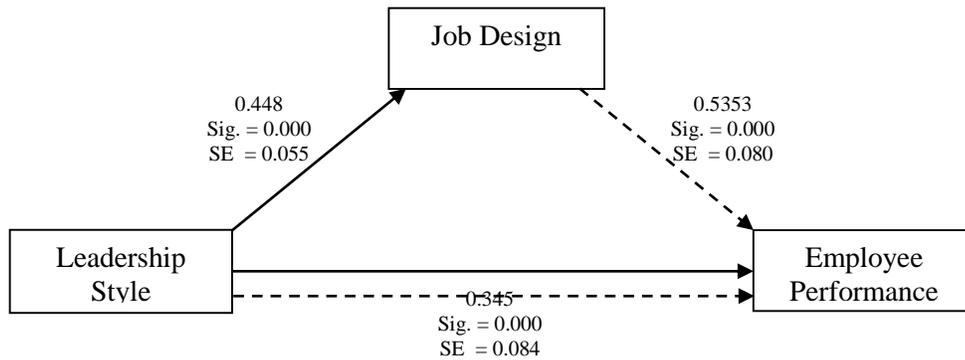
Sobel's calculation produces a statistical test value of 3.921 and is significant at = 0.0001. Thus, Job Design acts as a mediator of Culture influencing Performance. So, because Job Design influences and acts as a mediating variable, Culture does not affect Performance, then Job Design's role in mediating Culture and Performance is fully mediating. Table 3 below shows the Sobel test scores.

**Table 3. Sobel results H8**

| Input:         |       | Test statistic:          | Std. Error: | p-value:   |
|----------------|-------|--------------------------|-------------|------------|
| a              | 0.513 | Sobel test: 3.92111401   | 0.04618305  | 0.00008814 |
| b              | 0.353 | Aroian test: 3.90010549  | 0.04643182  | 0.00009615 |
| s <sub>a</sub> | 0.060 | Goodman test: 3.94246573 | 0.04593293  | 0.00008065 |
| s <sub>b</sub> | 0.080 | Reset all                | Calculate   |            |

**The Role of Leadership in Performance through Job Design**

Testing the mediation effect of the Leadership variable on Performance is explained as follows:



**Figure 4. Testing the H9 Mediating Effect**

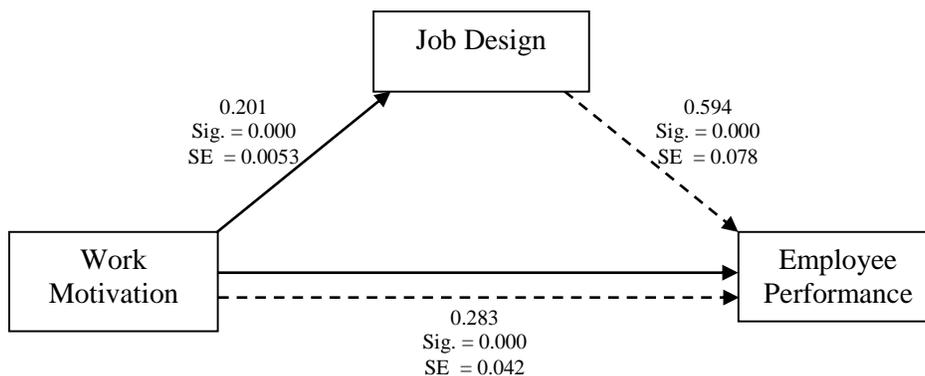
Sobel's calculation produces a statistical test value of 3.958 and is significant at = 0.0001. Thus, Job Design acts as a mediator of Leadership influencing Performance. So, because Job Design affects and acts as a mediating variable, Leadership affects Performance, then Job Design's role in mediating Leadership and Performance is partially mediating. Table 4 below shows the Sobel test scores.

**Table 4. Results of Sobel H9**

| Input:         |       | Test statistic:          | Std. Error: | p-value:   |
|----------------|-------|--------------------------|-------------|------------|
| a              | 0.448 | Sobel test: 3.95851644   | 0.03995032  | 0.00007542 |
| b              | 0.353 | Aroian test: 3.93882255  | 0.04015007  | 0.00008188 |
| s <sub>a</sub> | 0.050 | Goodman test: 3.97850872 | 0.03974957  | 0.00006935 |
| s <sub>b</sub> | 0.080 | Reset all                | Calculate   |            |

**The Role of Motivation on Performance through Job Design**

Testing the mediation effect of the motivational variable on performance is explained as follows:



**Figure 5. Testing the H10 Mediating Effect**

Sobel's calculation produces a statistical test value of 4.007 and is significant at  $= 0.0001$ . Thus, Job Design acts as a mediator of motivation influencing performance. So, because Job Design affects and acts as a mediating variable. Motivation affects performance, then the role of job design in mediating motivation and performance is partially mediating. Table 5 below shows the Sobel test scores.

**Table 5. Results of Sobel H10**

| Input: |       | Test statistic:          | Std. Error: | $p$ -value: |
|--------|-------|--------------------------|-------------|-------------|
| $a$    | 0.201 | Sobel test: 2.87612169   | 0.02466968  | 0.00402594  |
| $b$    | 0.353 | Aroian test: 2.83456048  | 0.02503139  | 0.00458888  |
| $S_a$  | 0.053 | Goodman test: 2.91956635 | 0.02430258  | 0.00350519  |
| $S_b$  | 0.080 | Reset all                | Calculate   |             |

## 5. Conclusion

The results reveal that culture affects job design, leadership affects job design, motivation affects job design, culture does not affect performance, leadership affects performance, motivation affects performance, job design affects performance, culture affects performance through job design, leadership affects performance through job design, and motivation affects performance through job design. The results also prove that job design functions as a full mediator in the cultural model affecting performance, and as a partial mediator in the leadership and motivational model affecting performance. So the findings explain that the model for improving the performance of the Banda Aceh City government is a function of strengthening culture, adjusting leadership, and increasing motivation and job design fit. This finding proves that this research model is verified so that it can be used as a reference for further research/findings.

Several recommendations were successfully mapped from the research results. Civil servants at the Banda Aceh City government need to increase their motivation to improve their performance which in turn improves the performance of the Banda Aceh City government. The Banda Aceh City Government needs to re-establish leadership at every level of leadership in each Government work unit (Secretariat, department/board, sub-district office, hospital, and PDAM). The head of the work unit may be able to maintain the culture that has been helping to improve the design of existing positions within the ranks of the Banda Aceh City government.

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