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Effect of Organizational Culture and Leadership on Employee Performance at the Regional Office the Ministry of Religion of West Sumatra Province with Work Motivation as an Intervening Variable

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ABSTRACT

Influence of leadership on work motivation, influence of motivation on performance, influence of organizational culture on performance through work motivation and influence of leadership on performance through work motivation. This research is a quantitative research with a type of path analysis research. The Regional Office of Religion of West Sumatra Province. The sample in this study was 89 respondents. The research variable consists of free variables namely work culture and leadership, intervening variables of work motivation, and dependent variables namely performance. The instrument is a questionnaire sheet. The collected data were analyzed using the Partial Least Square (PLS) equation. Based on data analysis, there is a significant influence between organizational culture on motivation, leadership on performance, leadership on work motivation, motivation on performance, organizational culture on performance, and organizational culture on performance. through work motivation and leadership on performance through work motivation.

Keywords: Organizational Culture, Leadership, Work Motivation, Performance

INTRODUCTION

The Regional Office of the Ministry of Religion of West Sumatra Province is one of the Agencies under the Ministry of Religion that has a vision "The realization of a society that is religious, advanced, prosperous, intelligent, and respectful among religious followers in order to realize a sovereign, independent and based Indonesian person mutual cooperation ", and has five work culture values, namely: integrity, professionalism, innovation, responsibility and exemplary.

In carrying out its duties as a public servant, the Ministry of Religion of West Sumatra Province provides services to the community such as: guidance, and guidance in the field of hajj and umrah, guidance in the field of madrasa education, religious and religious education and fostering religious harmony. With such a large amount of responsibility, it is appropriate for employees in the Regional Office of the Ministry of Religion of West Sumatra Province to show their best performance in providing services to the community. This is inseparable from the leadership role in providing Work Motivation to subordinates in order to achieve maximum

performance, so that with the motto "sincere charity" is not only a slogan, but also its application.

However, if viewed from the average budget absorption data which is still around 35% in the semester and 85% at the end of the year, and the completion of the required reports is not timely, it shows that the expected performance is still not optimal. Plus if seen everyday in the field where there are still visible employees who are relaxed just sitting without clear activity. In this study, we will see how the influence of leadership and organizational culture variables on employee performance with work motivation as an intervening variable. The method used in this study is using the analysis of Structural Equation Modeling (SEM) based on variance, namely Partial Least Square (PLS) to determine the influence of each independent variable and intervening on the dependent variable .

THEORITICAL REVIEW

Organizational culture

Understanding Organizational Culture

Robbins and Judge (2008) interpret organizational culture as a system of shared meanings shared by members who distinguish the organization from other organizations. According to Robbins and Judge (2008) organizational culture represents a common perception of members of the organization. Therefore, it is expected that individuals who have different backgrounds or are at different levels in the organization can understand the culture of the organization with similar understanding.

Hofstede (1986), in Koesmono (2005), states that culture is a variety of interactions of habitual characteristics that affect groups of people in their environment. In order for organizational culture to function optimally, the organizational culture must be created, maintained and strengthened and introduced to employees through a process of socialization (Nurtjahjani and Masreviastuti, 2007). Through this socialization, employees are introduced to the goals, strategies, values, and standards of organizational behavior and information relating to work.

Organizational Culture Dimensions and Indicators

Basically every organization must have a culture that characterizes the existence of values and norms. Robbins and judge in Diana Angelica (2008), mentioning there are goals of the main dimensions which as a whole are the nature of organizational culture, namely:

1. Innovation and risk taking. The extent to which employees are encouraged to be innovative and take risks.
2. Attention to details. The extent to which employees are expected to show accuracy, analysis and attention to details.
3. Result orientation. The extent to which management focuses on results is not on the techniques and processes used to get the results.
4. Person orientation. The extent to which management decisions take into account the effects of results on the people in the organization.
5. Team orientation. The extent to which work activities are organized in teams
6. Aggressiveness. The extent to which people are aggressive and competitive, not relax.
7. Stability. The extent to which organizational activities emphasize maintaining status as opposed to growth or innovation.

Leadership

Understanding of Leadership

Leadership is one dimension of competence that is crucial to the performance or success of the organization. The main essence of leadership is a way to influence others to be effective, of

course, everyone can be different in doing. Leadership is an art, because the approach of each person in leading people can be different depending on the characteristics of the leader, the characteristics of the task and the characteristics of the person they lead. Armstrong (2003) states leadership is a process of inspiring all employees to work their best to achieve the expected results.

Leadership is a way to invite employees to act properly, achieve commitment and motivate them to achieve common goals (Sudarmanto, 2009) Leadership according to Anoraga (2003) is defined as a person's ability to influence others, through communication both directly and indirectly with the intention to move these people so that with full understanding, awareness and glad to be willing to follow the will of the leader.

Leadership Indicator

According to Wahjosumidjo (1991) broadly the indicators of leadership are as follows:

a. Fair
b. Give suggestions
c. Supports goals
d. Catalyst
e. Creating security
f. As representative of the organization
g. Source of inspiration
h. Be respectful

Based on these descriptions, it can be concluded that leadership is the process of influencing, mobilizing, directing, encouraging, and inviting others to work together and work productively in order to achieve certain goals, so the indicator used in the leadership variable is using the theory of Wahjosumidjo namely: being fair, giving suggestions, supporting the achievement of goals, as a catalyst, creating a sense of security, as a representative of the organization, a source of inspiration, and being respectful.

Performance

Understanding of Performance

Hasibuan (2006) that "Performance is a result of work achieved by someone in carrying out tasks assigned to him based on skills, experience, sincerity and time". Whereas Mangkunegara (2009) states "Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him"

According to Mangkunegara (2009) performance or work performance Is a work result in the quality and quantity that an employee reaches in carrying out his duties in accordance with the responsibilities given to him. Meanwhile, according to Wibowo (2007), performance can be seen as a process or work outcome. Performance is a process of how work takes place to achieve work results.

Based on the understanding of the performance of employees / employees according to experts, it can be said that employee performance is a result achieved by employees in carrying out their duties both in quality and quantity with standard criteria that have been set concretely and can be measured in a certain period of time.

Employee performance is what affects how much they contribute to the organization. Improved performance for both individuals and groups into the limelight in an effort to improve organizational performance, as expressed by Mathis & Jackson (2002).

Factors Affecting Achievement of Performance

Ability and motivation are factors that influence performance. The opinions expressed by Keith Davis in Mangkunagara (2011), factors that affect the performance of formulated as follows:

Human Performance = Ability vs. Motivation
Motivation = Attitude x Situation
Ability = Knowledge x skill

Mangkunegara (2011) factors that influence performance achievement are the ability and ability factors (motivation) which suggest that motivation is formed from the attitude of someone's employee in dealing with work situations. A mental attitude that encourages employees to strive to achieve maximum work performance that is ready psychophic (ready mentally, physically, goals, and situations).

Performance Indicators

According to Mangkunegara (2009), employee / employee performance can be assessed from:

1. Work quality
   Shows neatness, accuracy, relevance of work results by not ignoring the volume of work. The quality of good work can avoid the level of errors in the completion of a job that can be beneficial for the progress of the company.
2. Work quantity
   Showing the number of types of work carried out at one time so that efficiency and effectiveness can be carried out in accordance with the objectives of the company.
3. Responsible
   Shows how much the employee is in accepting and carrying out his work, taking responsibility for the work results and the facilities and infrastructure used and his work behavior every day.
4. Cooperation
   The willingness of employees to participate with other employees vertically and horizontally both within and outside of work so that the work will get better.
5. Initiative
   There is an initiative from within the organization members to do work as well as overcome problems in the work without waiting for orders from superiors or showing responsibility in the work that is an obligation of an employee.

Work Motivation

The word basic *motivation* is *motive* which means encouragement, reason or reason someone does something. Thus motivation means a condition that encourages or becomes because someone does an action or activity, which takes place consciously . Motivation is a set of attitudes and values that influence individuals to achieve specific things.

According to Ishak, and Hendri (2003), the motivation as an important matters of encouragement every motive to work. Then Kreitner and Kinicki (2008), argued, motivation is a psychological process that raises and directs to goals directed by behavior (*Motivation is psychological process that arouse and direct goal-directed behavior*). While Rival (2004), defines motivation is a set of attitudes and values that influence individuals to achieve specific things in accordance with the individual goals.

Anoraga (2006), defines motivation as a need that drives actions towards a particular goal. Whereas Chuck (2005: 550), defines motivation as " *Motivation the set of forces that initiates, directs, and makes people persist in their efforts to accomplish a goal* . Motivation is an effort that initiates, directs and makes people firm in their efforts to achieve goals.

Mangkunagara (2005: 101) argues that there are two (2) employee motivating techniques are:

1. Techniques for meeting employee needs
   This means that fulfilling employee needs is the fundamental underlying work behavior.
2. Persuasive communication techniques

Is one of the techniques to motivate employees to work by influencing employees extra logically. This technique is formulated with the term **"AIDDAS",** namely:

a. ***A*** *ttention* (attention)
b. ***I*** *nterest* (interest)
c. ***D*** *esire* (desire)
d. ***D*** *ecision* (decision)
e. ***A*** *ction* (action / action)
f. ***S*** *atisfaction* (satisfaction)

McClelland in T. Hani Handoko (2003) provides three levels of motivation needs as follows: Need for achievement (need for achievement), affiliation (need for affiliation), power (need for power).The need theory proposed by Mc Clelland (1961), states that there are three important things that become human needs, namely (Robbins, 2006).

a. *Need for achievement* (need for achievement)
   The need for achievement is an encouragement to outperform, achievement with respect to a set of standards, wrestling for success, this need in the Maslow hierarchy lies between the need for appreciation and the need for self-actualization. The characteristics of individuals who show high orientation include being willing to accept relatively high risks, the desire to get feedback about the results of their work, the desire to get responsibility for problem solving.
   Need for achievement is a motivation for achievement, therefore employees will try to achieve their highest achievement, achieving these goals is realistic but challenging, and progress in work. Employees need to get feedback from their environment as a form of recognition of these achievements.

b. *Need for power* (the need for power)
   The need for power is the need to make other people behave in a way in which those people without being forced will not behave in this way or a form of expression from individuals to control and influence others. This need for Maslow's theory lies between the need for appreciation and the need for self-actualization. McClelland states that the need for power is closely related to the need to achieve a leadership position.
   Need for power is motivation for power. Employees have the motivation to influence their environment, have strong character to lead and have ideas to win. There is also motivation for increasing personal status and prestige.

c. *Need for affiliation* (the need for friendship / friendly groups)
   The need for affiliation is the desire to be friendly and friendly. Individuals reflect the desire to have a close, cooperative and full of friendship with other parties. Individuals who have high affiliate needs generally succeed in jobs that require high social

interaction. McClelland said that most people have a combination of these characteristics, consequently will affect the behavior of employees in working or managing organizations.

In his theory, McClelland argues that individuals have potential energy reserves, how this energy is released and developed depends on the strength or motivation of individuals and situations and opportunities available. This theory focuses on three needs, namely the need for achievement, power needs, and affiliate needs. This motivation model is found in various lines of organization, both staff and managers. Some employees have a character which is a combination of the motivation model.

RESEARCH OBJECT

Data types and data variables, data collected in this study are qualitative and quantitative, as primary data collected using a questionnaire conducted in September - October 2018 regarding the influence of organizational culture and leadership style on performance through work motivation of the Ministry of Religion Regional Office employees West Sumatra Province.

Types and Data Sources

This study uses data obtained through response, where respondents will provide a verbal response to the fund or written response as a response to the statement given. The types of data used in this study are:

1. Primary data, is data about respondents' opinions about organizational culture, leadership, work motivation and employee performance obtained directly from respondents as many as 115 people by giving responses to questionnaire statements using *probability sampling* techniques namely *sampling* techniques that provide equal opportunities for each element (member) of the population to be selected as a sample.
2. Secondary Data, is data obtained indirectly through an intermediary (obtained and recorded by another party). In this study, secondary data only supports initial data collection as a research output.

Population and Samples

Population

In this study the population includes all employees / individuals who can provide information which is an object that is able to meet research needs. The population of this study are employees of the Regional Office of the Ministry of Religion, West Sumatra Province.

Research Samples

Sampling is done by *stratified propotional random sampling* based on the level of structural position. This will produce a sample according to the proportion of each population strata group. This technique also gives equal opportunities to all members of the population to become representative members of the sample. The study sample calculation is carried out by steps:

1) Identification and grouping of population based on position strata (structural position)
2) Determine sample size
3) Determine the subject.

The number of samples from the population above is calculated using the Slovin formula as follows:

$$n = \frac{N}{1 + Ne^2}$$

Where :
n = sample size

N = population size
e = percent allowance for inaccuracy of samples that can still be tolerated or desirable 5 %.

With a population of 115 people, the formula can be determined from the formula as follows:

$$n = \frac{115}{1+(115)(0,05)^2}$$

$$n = \frac{115}{1,28} = 89$$

The sampling technique of the population element in this study is *simple random sampling* .

Data Collection Techniques

This data collection is done by field survey techniques. The field survey is intended to distribute questionnaires containing questions to respondents, in the form of questionnaires that have been measured by the number of answer choices and things about organizational culture and leadership on performance through Employee job satisfaction at the Regional Office of the Ministry of Religion of Sumatra Province.

The author expects the distribution of questionnaires to get primary and quantitative data that are accurate and correct about the influence of organizational culture and leadership on performance through employee job satisfaction in the Regional Office of the Ministry of Religion of Sumatra through a distributed questionnaire.

The library technique is a source of information related to research. This study was conducted to obtain the data or information needed that has relevance to the problem under study, so that it can be used as a theoretical basis in the discussion of further research.

Variable Operational Definition

Variable operational definition is a concept that has a variation value, or have more than one value, state, category or condition (Muhammad & Djaali, 2005). Silalahi (2009) provides another explanation of the variable that is the concept or construct used in social research has not been empirically studied because it has not shown the actual facts. So that the concept can be studied empirically to be changed first from the empirical to the conceptual level, the concepts converted into a variable. The constructs studied in the study are called variables. Kerlinger (1973) states that the variable is the construct *(construct)* or properties that will be studied, as well as other parts explained that variables can be regarded as a trait that is taken from a different value *(different values).* (Sugiyono, 2009). In terms of the relationship between variables there are two main types of variables, namely the independent variable or the influence variable (*independent variable)* is the causal variable that is suspected, occurs first, the variable is not free or bound or the affected variable (*dependent variable*) is the variable expected to occur later (Muhammad & Djaali, 2005).

1. Organizational Culture Variables (X1)
   Organizational Culture is a shared value system in an organization that determines the level of how employees carry out activities to achieve organizational goals.
2. Leadership Variables (X2)
   Leadership is the ability to influence the behavior of others to think and behave in the formulation and attainment of organizational goals in a given situation.
3. Work Motivation Variable (Y1)

Work motivation is the reason or reason for someone to do something. Thus motivation means a condition that encourages or becomes because someone does an action or activity, which takes place consciously.

4. Performance Variable (Y2)
   Performance is the result of work in the quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

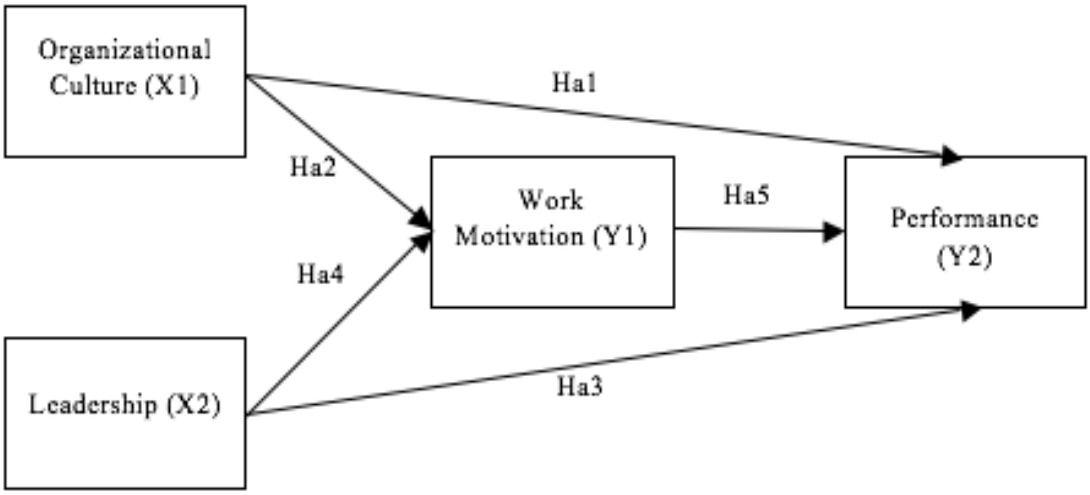


Figure 1 : Conceptual Framework

Hypothesis

Based on the background, the study of theory and conceptual framework that has been stated above, the hypothesis in this study are:

H_{a1}: Organizational culture has a significant effect on the work motivation of employees of the Regional Office of the Ministry of Religion of West Sumatra Province.

H_{a2}: Organizational culture has a significant effect on the work motivation of employees of the Ministry of Religion, West Sumatra Province.

Ha_3: Leadership has a significant effect on the performance of employees of the Regional Office of the Ministry of Religion of West Sumatra Province.

H_{a4}: Leadership has a significant effect on work motivation of the Regional Office of the Ministry of Religion of West Sumatra Province

Ha_5: Work motivation has a significant effect on the performance of employees of the Regional Office of the Ministry of Religion of West Sumatra Province

Ha_6: Organizational culture significantly influence employee performance Sumatara Provincial Office of the Ministry of Religious Motivation West as an intervening variable

H_{a7}: Leadership significant effect on employee performance Sumatara Provincial Office of the Ministry of Religious Motivation West as an intervening variable

RESEARCH METHODOLOGY

In this study data analysis used the Partial Least Square (PLS) approach. PLS is a model of Structural Equation Modeling (SEM) based on components or variants. According Ghozali (2006), PLS is an alternative approach that shifts a covariance-based SEM approaches be based variants.

Covariance-based SEM generally tests causality / theory while PLS is more predictive model. PLS is a powerful analytical method (Ghozali, 2006), because it is not based on many assumptions. For example, data must be normally distributed, samples do not have to be large. Besides being used to confirm the theory, PLS can also be used to explain whether there

is a relationship between latent variables. PLS can simultaneously analyze constructs formed with reflective and formative indicators.

According to Ghozali (2006) the purpose of PLS is to help researchers for prediction purposes. The formal model defines latent variables as linear aggregates of the indicators. Weight estimation to create a score component of latent variables is based on how the inner model (structural model that connects between latent variables) and the outer model (measurement model, namely the relationship between indicators and their constructs) is specified. The result is the residual variance of the dependent variable.

The parameter estimates obtained with PLS can be categorized into three. First, is the weight estimate used to score latent variables. Second, reflects the path estimate (path estimate) that connects latent variables and between latent variables and indicators (loading). Third, related to means and location parameters (regression constant values) for indicators and latent variables. To obtain these three estimates, PLS uses a 3-stage iteration process and each iteration stage produces estimates. The first stage, produces weight estimate, the second stage produces estimates for the inner model and outer model, and the third stage produces estimates of means and location (Ghozali, 2006).

Outer Model Test (*Measurement Model)*

Test indicators or also called *Outer model* or *measurement model* is testing the relationship between indicators of construct variables. From this indicator test, the output of the validity and reliability of the model is measured by the criteria: *Convergent Validity, Discriminant Validity,* and *Composite Reliability.*

Test *Inner Model* (Structural Model)

Models (inner relations, structural model and the *substantive theory)* describes the relationship between the latent variables based on a substantive theory. Structural models were evaluated using R-square for the dependent construct, *Stone-Geisser Q-square test* for *predictive relevance* and t test and significance of the coefficient of structural path parameters.

In assessing the model with PLS it starts by looking at the *R-square* for each dependent latent variable. The interpretation is the same as the interpretation in regression. Changes in the value of *R-square* can be used to assess the influence of certain independent latent variables on dependent latent variables whether they have substantive influence (Ghozali, 2006). In addition to seeing the value of *R-square,* the PLS model was evaluated by looking at the *relevant Q-square predictive ce* for constructive models. *The Q-square* measures how well the observation value is generated by the model and also its parameter estimation.

The following for testing the Inner model can be done by looking at the Q2 value (*predictive relevance*). To calculate Q2 the formula Q2 = 1- (1-R12) (1-R22) can be used …… (1-Rp2) ...

Measurement and Research Instruments

Measurements *(measurement)* is defined as the provision of numbers or numbers *(numerals* or *numbers)* on the objects or events, or variables according to certain rules something. (Silalahi, 2009). Quality measurement will produce high quality empirical data. One measurement is called quality if the gauge is reliable or reliable and valid or valid. Using reliable and valid measurements will result in compatibility between the data collected from the empirical field and the expected data. In this study the authors used a Likert (*Likert scale*) with the following sizes:

Table 1
Measurement Scale

Answer	Scale
Very Agree / Very Good	5
Agree / Good	4
Less Agree / Not good	3
Disagree / not good	2
Strongly disagree / Very bad	1

And the respondent's answers are scale and have gradations (Likert scale) that are positive. In social research, the Likert scale is a scaling technique that is widely used to measure attitudes, opinions, or perceptions of a person about himself or his group, people who are related to something. This scale is often referred to as a *summated scale* which contains a number of statements with the *response* category . A list of standard questions submitted to a number of research subjects determined randomly. Data generated from research instruments with Likert scale are ordinal data (Silalahi, 2009).

ANALISIS AND RESULTS

The results of the study will begin by describing the respondents' numbers consisting of age, education, tenure and income. Furthermore, in the descriptive analysis will be presented the frequency distribution of respondents' answers to each question that is used to measure the research variables, namely Organizational Culture, Leadership, Work Motivation and Employee Performance.

Profile of Respondents

This study uses the perception of employees of the Regional Office of the Ministry of Religion, West Sumatra Province. Based on as many as 89 questionnaires that have been answered and returned by the respondent, the respondent's profile can be seen in the following table:
Based on age variables, it was seen that the majority of respondents in this study were those aged <30 years, namely 7 people (7.9%), aged 31-35 years as many as 30 people (30.3%), those aged 36 - 40 years as many as 19 people (21.3%), those aged 41 - 45 were 12 people (13.5) years old and those aged> 46 years were 24 people (27%).

Based on gender, the majority of respondents were male with a total of 52 people (58.4) and the number of female employees was 37 people (41.6%). This is reasonable because work related to religious issues is predominantly done by men.

Based on education, the majority of respondents have a bachelor's education background of 50 people (56.2%), Masters degree education as many as 19 people (21.3%), high school education 20 people (22.5%) while with a Diploma in education background III does not exist.

The profile of the respondents of the next study was categorized as the term of service as ASN in the Regional Office of the Ministry of Religion of West Sumatra Province. The majority of respondents have had a working period of 6-10 years as many as 34 people (38.2%), who have a working period of <5 years as many as 3 people (4.5%), work period between 11-20 years as many as 33 people (37 , 1) and those who have a work period of> 21 years as many as 18 people (20.2%).

Based on income level, it can be seen that respondents who received a salary of Rp.3,600,000 - Rp.4,000,000 as many as 31 people (34.8%), and respondents who had income> Rp.4,100,000 as many as 57 people (65.2%) per month. The amount of income compared to the employee's instrumentality is due to the acceptance of the goal of the month's performance.

Descriptive Analysis of Research Variables

Based on the results of the research by distributing questionnaires to 89 respondents, the answers to the data were obtained, which were then processed and tabulated to show the frequency-frequency distribution and percentage of answers to the employees of the Religious Affairs Ministry of West Sumatra Province. In the description of this research variable conclusions were made based on TCR (Respondent Achievement Level).

Organizational Culture (X1)

The results of the analysis of organizational culture variables at the Regional Office of the Ministry of Religion of West Sumatra Province are presented in Table 2 below.

Table 2 .
Frequency Distribution Variables of Organizational Culture

No.	Indicator	Mean (Mean)	TCR	Category
1	Innovation	4.39	87.75	Very good
2	Attention to details.	4.24	84.72	Very good
3	Result orientation.	4.33	86.63	Very good
4	Person orientation.	4.29	85.73	Very good
5	Team orientation.	4.24	84.72	Very good
6.	Work, not individuals	4.39	88.65	Very good
7.	Aggressiveness.	4.11	79.89	Well
Average Variable		4.28	85.44	Very good

Source: Results of 2018 Primary Data Processing

From Table 2, information is obtained that the average score of the organizational culture variable of the Regional Office of the Ministry of Religion of West Sumatra Province is 4,28, with the level of achievement of respondents' answers of 85.44 %. This shows that the organizational culture in the Regional Office of the Ministry of Religion of West Sumatra is in a very good category.

Leadership (X2)

The results of the descriptive analysis of leadership variable data at the Regional Office of the Ministry of Religion of West Sumatra Province are presented in Table 3.

Table 3
Variable Frequency Distribution of Leadership

No.	Indicator	Average (Mean)	TCR	Criteria
1.	Fair	3.87	77.30	Well
2.	Give suggestions	3.96	79.10	Well
3.	Supports goals	3.97	79.44	Well
4.	Catalyst	3.88	77.53	Well
5.	Creating security	3.89	77.87	Well
6.	As representative of the organization	4.08	81.69	Very good
7.	Source of inspiration	4.20	83.93	Very good
8.	Respectful	3.99	79.89	Well
	Average	3.98	79,59	Well

Source: Results of 2018 Primary Data Processing

From Table 13, information is obtained that the average score of the leadership variable in the Office of the Ministry of Religion of West Sumatra Province is 3.98 with the level of achievement of respondents' answers amounting to 79.59 %. This shows that the leadership of

the Office of the Ministry of Religion of West Sumatra Province is in a good category, meaning that this leadership still needs to be improved and grounded.

Work Motivation (Y1)

The results of the descriptive analysis of data on work motivation variables at the Regional Office of the Ministry of Religion of West Sumatra Province are presented in Table 4.

Table 4
Frequency Distribution of Work Motivation Variables

No.	Indicator	Average (Mean)	TCR	Criteria
1	Need for achievement	3.71	74.16	Well
2	The need for power	3.60	71,91	Well
3	The need for a friend / friend group.	4.07	81.35	Very good
	Average	3.79	75.81	Well

Source: Results of Primary Data Processing 201 8

From Table 4 information is obtained that the average score of work motivation variable of the Office of the Ministry of Religion of West Sumatra Province is 3.79 with the level of achievement of respondents' answers of 75.81 %. This shows that the work motivation of the Regional Office of the Ministry of Religion of West Sumatra Province already has a good work motivation.

Performance (Y2)

The results of the descriptive analysis of variable data on employee performance at the Regional Office of the Ministry of Religion of West Sumatra Province are presented in Table 5.

Table 5.
Performance Variable Frequency Distribution

No.	Indicator	Average (Mean)	TCR	Criteria
1	Quality	4.17	83.48	Very good
2	Quantity	4.06	81,24	Very good
3	Responsible	4.14	82.81	Very good
4	Cooperation	4.16	83.15	Very good
5	Initiative	4.17	83.37	Very good
	Average	4.14	82.81	Very good

Source: Results of 2018 Primary Data Processing

From Table 5 obtained information that the average variable score of employee performance at the Regional Office of the Ministry of Religion of West Sumatra Province is 4,41 with the level of achievement of respondents' answers of 82.81 %. This shows that the employees of the Regional Office of the Ministry of Religion of West Sumatra Province already have good performance.

From the results of calculations and information on the four variables that will be examined at the Regional Office of the Ministry of Religion, West Sumatra Province, it has good criteria.

PLS analysis

Data that has been collected is then processed using SmartPLS 3.0 software. The results of processing data can be seen through the following description:

Outer Model Test (Measurement Model)

The measurement model is used to test construct validity and instrument reliability. The outer model test results are explained as follows:

Convergent Validity Test

Convergent validity test is used to describe the correlation between constructs and indicators. the greater the correlation value the better the relationship between constructs and indicators. Correlation is declared valid with a *factor loading* value *of,* 50.5 .

1) Variable Eye Value Organizational Culture
   In theory the organizational culture variable consists of eight indicators, the organizational variable is represented by BO. The convergent validity test of organizational culture seen from the value of *loading factors* of each indicator can be seen in table 6.

Table 6
Test results *convergent validity* of Organizational Culture *Variables*

Indicator		Loading factor
Innovation	BO_01	0.610
	BO_02	0.759
Aggressiveness	BO_11	0.636
Stability.	BO_13	0.819
	BO_14	0.713

Source: processed primary data, 2018

The table above is the result of *convergent validity* test which states valid because the value of *loading factor is* ≥ 0.5. After making several modifications by issuing 9 invalid statements, then obtained as many as 5 statements of organizational culture variables that will be included in further testing. While indicators that must be discarded from the model are statements BO0 3 , BO04, B005, BO06, BO07, BO08 , BO09 and BO 10 included in Attention to details, Result orientation, People orientation, Team orientation.

2) Leadership Variables (X2)
   As variable theory of learning activity consists of four indicators, variables denoted with KP leadership. The *convergent validity* test results of learning activity variables seen from the value of *loading factors* of each indicator can be seen in table 7.

Table 7.
Test results for convergent validity variable X2

Indicator		*Loading Factor*
Fair	KP_01	0.769
	KP_02	0.805
Give suggestions	KP_03	0.834
	KP_04	0.826
Supports goals	KP_05	0.779
	KP_06	0.847
Catalyst	KP_08	0.702
Creating security	KP_09	0.861
	KP_10	0.822
As representative of the organization	KP_11	0.800
	KP_12	0.706
Source of inspiration	KP_13	0.724
	KP_14	0.771
Respectful	KP_15	0.743
	KP_16	0.765

Source: processed primary data, 2018

The test results in table 4.7 are the results of the *convergent validity* test which states valid because the value of the *loading factor is* ≥ 0.5. After several modifications have been made by issuing 1 invalid statement, then there are 15 statements from the leadership variables that will be included in further testing. Seme ntara the indicator must dispose of the model is a statement of KP 07, was included in the catalyst.

3) Work Motivation Variable (Y1)
   In theory the work motivation variable consists of four dimensions, each dimension has several indicators. The *convergent validity* test results of emotional intelligence variables seen from the value of *loading factors* of each dimension and indicator can be seen in table 8.

Table 8.
***Convergent validity* Test Results Work Motivation *Variables* (Y1)**

Indicator		*Loading factor*
Need for achievement	MK_02	0.713
The need for power	MK_03	0.760
	MK_04	0.835
The need for a friend / friend group	MK_05	0.655

Source: processed primary data, 2018

The test results in table 4.8 are the results of the *convergent validity* test which states valid because the value of the *loading factor is* ≥ 0.5. After making some modifications by issuing 2 invalid statements, then obtained as many as 4 statements of work motivation variables that will be included in further testing. Meanwhile the indicators that must be discarded from the model are the MK 0 1 statement , and MK0 6, including the need for achievement and the need for friendship / friend groups.

4) Kineja variable Y2
   In theory the spiritual intelligence variable consists of four dimensions, each dimension has several indicators. The *convergent validity* test results of spiritual intelligence variables are seen from the value of *loading factors* of each dimension and its indicators can be seen in the table 9.

Table 9
Convergent validity test of Performance Variables

Indicator		*Loading factor*
Quality	KN_02	0.719
Quantity	KN_03	0.704
	KN_04	0.820
Responsible	KN_05	0.781
	KN_06	0.842
Cooperation	KN_07	0.812
	KN_08	0.737
Initiative	KN_09	0.816
	KN_10	0.840

Source: processed primary data, 2018

The test results in table 4.9 are the results of the *convergent validity* test which states valid because the value of the *loading factor is* ≥ 0.5. After making some modifications by issuing 1 invalid statement, then obtained as many as 9 statements of employee performance variables that will be included in further testing. Meanwhile the indicator that must be discarded from the model is the statement KN01 included in the quality.

Test Discriminant Validity

The discriminant test validity is used to describe the variables that should not relate to the correlation declared valid with the value of *cross loading* indicators greater than the correlation value with the other latent variables.

1) Organizational Culture Variables
   The results of the *discriminant* test *validity* for Organizational Culture variables can be seen in Table 10.

Table 10.
Discriminant Validity Test Results In Organizational Culture Variables I

Indicator	*Cross Loading*			
	BO	**KP**	**KN**	**MK**
BO_01	**0.610**	0.281	0.278	0.292
BO_02	**0.759**	0.364	0.368	0.393
BO_11	**0.636**	0.414	0.349	0.273
BO_13	**0.819**	0.635	0.463	0.398
BO_14	**0.713**	0.464	0.473	0.413

Source: processed primary data, 2018

Based on Table 10 the *discriminant* test *validity* shows the value of *cross loading* organizational culture is greater than the value of correlation with other latent variables, then all indicators of organizational culture variables are declared valid.

2) Leadership Variables
   The results of the *discriminant* test *validity* for leadership variables can be seen in table 11.

Table 11.
Discriminant Validity Test Results In the Leadership Variable

Indicator	*Cross Loading*			
	BO	**KP**	**KN**	**MK**
KP_01	0.528	**0.769**	0.603	0.385
KP_02	0.555	**0.805**	0.590	0.331
KP_03	0.315	**0.834**	0.591	0.322
KP_04	0.454	**0.826**	0.598	0.430
KP_05	0.466	**0.779**	0.597	0.453
KP_06	0.536	**0.847**	0.593	0.462
KP_08	0.306	**0.702**	0.376	0.359
KP_09	0.498	**0.861**	0.597	0.515
KP_10	0.573	**0.822**	0.636	0.571
KP_11	0.429	**0.800**	0.581	0.365
KP_12	0.471	**0.706**	0.609	0.453
KP_13	0.586	**0.724**	0.609	0.343
KP_14	0.529	**0.771**	0.538	0.307
KP_15	0.533	**0.743**	0.511	0.371
KP_16	0.495	**0.765**	0.484	0.322

Source: processed primary data, 2018

Based on table 11 the *discriminant* test *validity* shows the value of *cross loading* indicators on leadership variables greater than the value of correlation with other latent variables, then all indicators of leadership variables are declared valid.

3) Work Motivation Variables
   The results of the *discriminant* test *validity* for emotional intelligence variables can be seen in table 12.

Table 12.
Discriminant Validity Test Results In Work Motivation Variables

Indicator	*Cross Loading*			
	BO	**KP**	**KN**	**MK**
MK_02	0.303	0.332	0.322	**0.713**
MK_03	0.232	0.271	0.395	**0.760**
MK_04	0.368	0.472	0.457	**0.835**
MK_05	0.532	0.411	0.431	**0.655**

Source: processed primary data, 2018

Based on table 12 the *discriminant* test *validity* shows the value of *cross loading* indicators for the large work motivation variable from the correlation value with other latent variables, then all indicators of learning activity variables are declared valid.

4) Performance variable
   The results of the *discriminant* test *validity* for performance variables can be seen in table 13.

Table 13.
Discriminant Validity Test Results In the Performance variable

Indicator	*Cross Loading*			
	BO	KO	KN	MK
KN_02	0.412	0.593	**0.719**	0.400
KN_03	0.345	0.419	**0.704**	0.242
KN_04	0.348	0.565	**0.820**	0.431
KN_05	0.449	0.533	**0.781**	0.383
KN_06	0.487	0.575	**0.842**	0.494
KN_07	0.488	0.690	**0.812**	0.446
KN_08	0.405	0.481	**0.737**	0.492
KN_09	0.448	0.570	**0.816**	0.481
KN_10	0.506	0.675	**0.840**	0.487

Source: processed primary data, 2018

Based on table 13 the *discriminant* test *validity* shows the value of *cross loading* indicators on employee performance variables is greater than the value of correlation with other latent variables, so all indicators of learning activity variables are declared valid.

Avarage Variance Extracted (AVE)

Another way to measure reliability is by AVE, where if the AVE root value of a construct is greater than the value of the construct construct to other constructs in the model, it can be concluded that the construct has good *discriminant validity* and vice versa. Recommended AVE measurement values must be greater than 0.5.

Table. 14
Avarage Variance Extracted Root Test Results

Variable	AVE	Root AVE
Organizational culture	0.506	0.712
Leadership	0.616	0.785
Performance	0.620	0.787
Work motivation	0.553	0.744

***S*ource: Processed Primary Data, 2018**

From the table above, it can be seen that the AVE roots of all constructs have values above 0.5. Thus it can be concluded that the construct has good *discriminant validity* .

Test Reliability

The variable reliability test uses *Composite reliability* and *cronbachs alpha.* This test describes the consistency of statements in the instrument and looks at the reliability of dimensions and indicators. The instrument is said to be a reliable, if the answer terh a dap statement consistent or stable over time. *reliability composite* test all variables declared reliable if the *loading* value is> 0.7. The results of each reliability test can be seen in table 15.

Table 15.
Reliability Test Results

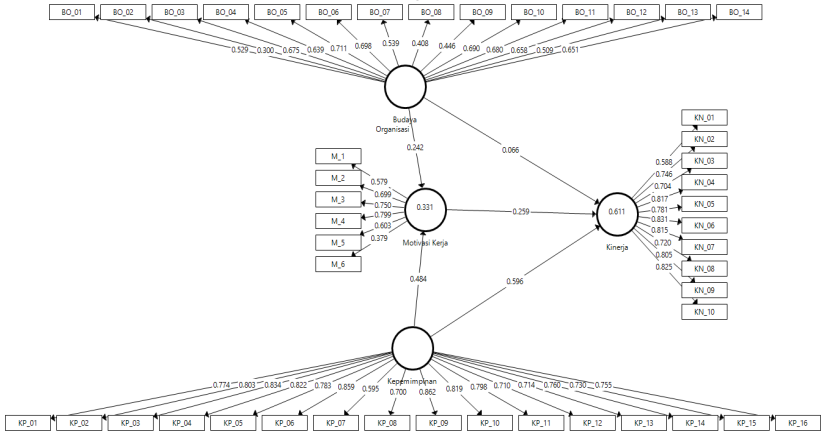
Variable	*Composite Reliability*	Cronbach's Alpha
Organizational culture	0.835	0.755
Leadership	0.960	0.955
Performance	0.936	0.923
Work motivation	0.831	0.732

Source: processed primary data, 2018

Based on table. 23 it can be seen that *composite reliability* and *cronbatch's alpha* values for organizational culture, leadership, work motivation , and employee performance variables above 0.6 which are the lowest criteria of variables said to be reliable. so that the five variables are stated to be reliable, which means that the indicators used as *observed variables* for latent constructs can be said to have been able to explain the construct or latent variable it forms.

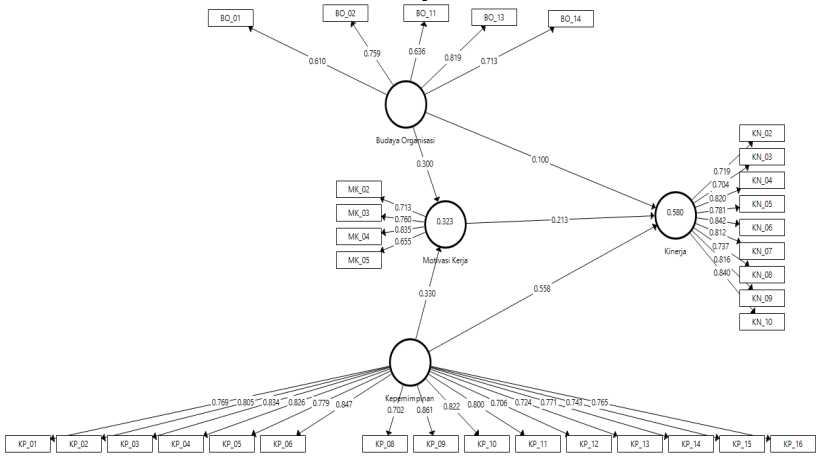
After evaluating the outer model and issuing several statements from indicators that are invalid and tested for reliability, the final model image of the research that will be included in the *inner model* test (structural model) can be seen in Figures 2 and 3.

Figure 2
Final Model of Path Analysis before Modification



Source: Output Smartpls

Picture. 3
Final Model of Path Analysis After Modification



Source: Output Smartpls

Test Inner Model (Structural Model)

Structural model tests are carried out by including all indicators that have passed the validity and reliability tests. The structural model test shows the relationship of latent variables with other latent variables. Dengna structural model evaluation process conducted *bootstrapping* that will produce the coefficient of determination (R^2) *, Prediktive relevance* (Q^2), *Effect Sise* (f^2), *the path coefficients* and t-statistics. The results of processing data for testing structural models are explained as follows:

The coefficient of determination (R^2)

R-Square is used to assess the influence of certain independent latent variables on dependent latent variables whether they have substantive effects. The model is considered to have an effect of R^2 1 0.1. R^2 values are 0.67, 0.33 and 0.19. It can be concluded that the model is strong, moderate, and weak. The results of the determination coefficient R^2 from the model can be seen in table 16 .

Table 16
Determination Coefficient Test Result R^2

Variable	R^2
Performance	0.580
Motivation	0.323

Source : primary data processed, 2018

The coefficient of determination R^2 in the table above by 0.580 shows that have influence with the category of moderate, meaning that employee performance can be explained by the culture of the organization , leadership and motivation to work by 58%, while the remaining 42% is explained by other variables not examined in models such as: job satisfaction , discipline, work discipline , work environment and stress of work and so forth. While the value of R^2 for the work motivation variable of 0.323 means that the variation from organizational culture and leadership is 32.3% while the remaining 6 7 , 7% is influenced by other factors outside the model .

Predictive relevance (Q^2)

Q^2 measures how well the observation value is generated by the model and also its parameter estimation. A model is considered to have a *predictive* value of *relevance* if $Q^2 > 0$. The magnitude of Q^2 has a value with a range of 0, Q^2, 1 with a value category of 0.02 (small), 0.15 (medium), 0.35 (large) (Chin in Ghozali, 2014). The predictive value of relevance is obtained from:

$$Q^2 = 1- (1-R_1^2) (1-R_2^2)$$
$$Q^2 = 1- (1-0,580^2) (1-0,323^2)$$
$$Q^2 = 0.897$$

The results of Q2 calculations in this study amounted to 0.897 which means that the model has *predictive relevance* in a large category.

Hypothesis testing

Direct Effect Test

The independent variable on the level of significance of 5% with a significant two-sided test on the dependent variable apbaila the results of the t statistic are greater than t table 1.96. Significance variables can also be viewed from the P *Value* yan g is smaller than the alpha (α = 0, .05). The result of the direct effect of each variable dap a t seen in Table 17.

Table 17
The Direct Effect of Latent Variables

Variable	Original Sample (O)	T Statistics (| O / STDEV |)	P Values
Organizational Culture -> Performance_	0.100	0.946	0.345
Bu Organization power -> Work Motivation	0.300	2,864	0.004
Leadership -> Performance	0.558	5,667	0,000
Leadership -> Work Motivation	0.330	2,588	0.010
Organizational Culture -> Performance_	0.213	2,024	0.043

Source: Processed Primary Data, 2018

The size of the significance of the support of hypotheses can be used by comparison of t-table and t-statistics. If the t-statistic value is higher than the t-table value, then the hypothesis is supported. For a 95 percent confidence level (alpha 5 percent), the t-table value for the two-tailed hypothesis is> 1.96. Thus if the t-statistic value is> 1.96, then the research hypothesis is proven. The following table results from hypothesis testing:

a. Effect of organizational culture on employee performance
   The first hypothesis (H_1) states that organizational culture has a significant effect on employee performance. The results showed that organizational culture has a coefficient of 0.100, a t-statistic value of 0.946 <1.96 and p-value of 0.344> 0.05 (not significant) which means rejecting the first hypothesis (H_1).
b. Effect of organizational culture on work motivation
   The second hypothesis (H_2) states that organizational culture has a significant effect on work motivation. The results showed that organizational culture has a coefficient of 0.300 , a t-statistic value of . 2,863> 1 , 96 and p-value 0.004 < 0.05 (significant) which means accepting the second hypothesis (H_2).
c. Effect of leadership on performance
   The third hypothesis (H_3) states that leadership has a significant effect on employee performance. The results showed that leadership has a coefficient of 0.615 t-statistic value of 5.929> 1.96 and p-value of 0.000 (significant), which means accepting the third hypothesis (H_3).
d. Leadership towards work motivation
   The fourth hypothesis (H_4) states that leadership has a significant effect on work motivation. The results showed that organizational culture has a coefficient of 0.330 t-statistic value of . 2,587> 1,96 and p-value 0,010 (significant), which means accepting the first hypothesis (H_4).
e. Motivation for performance
   The fifth hypothesis (H_5) states that work motivation has a significant effect on employee performance. The results showed that work motivation has a coefficient of 0.213 t-statistic value of 2.024 > 1.96 and p-value 0.043 (significant), which means accepting the first hypothesis (H_5).

Indirect Influence Test

This test was conducted to analyze the effect of influence between constructs both the direct, indirect, and total effects. The immediate effect (*direct effect*) is nothing but the coefficients of all the coefficient lines with arrows one end. Indirect *effects* (*indirect effects*) are effects that arise through a variable between. The total effect (*total effect*) is the effect of the various relationships (Ferdinand, 2005). From table 18 obtained influence between variables in the path diagram as follows:

Table 18
Testing the Effect of Intervening Variables

	Organizational culture	**Leadership**
Direct Influence	0, 100	0, 558
Not Direct Influence	= 0, 100 x 0.2 13 = 0.0 213	= 0, 558 x 0, 213 = 0.118
Total Influence	= 0, 100 + 0.0 213 = 0, 121	= 0, 558 + 0.1 18 = 0, 677
Conclusion	Total influence> direct rider: **Need Intervening**	Total influence> direct rider: **Need Intervening**

Source: primary data processed in 2018

a. Organizational culture of performance with work motivation as an intervening variable. Hypothesis six (H_6), states that work culture has a significant effect on performance with work motivation as an intervening variable. Hypothesis testing results produce a direct effect value of 0.100 and indirectly at 0.0213 (0.100 * 0.213), so that the total effect becomes 0 , 121 (0.100 + 0.0213) which means accepting the sixth hypothesis (H_6) so that conclusions can be drawn both organizational culture will indirectly improve the performance of employees of the Regional Office of the Ministry of Religion of West Sumatra Province if the work motivation of employees towards the organization is increasing. The results of testing this hypothesis state that $H_{6\ is}$ accepted.
b. Leadership on employee performance with work motivation as an intervening variable The seventh hypothesis (H_7), states that leadership has a significant effect on performance with work motivation as an intervening variable. Results of testing the hypothesis generating value direct effect of 0, 558 and indirectly, of 0.118 (0.558 * 0.213), so that the total effect would be 0, 677 (0.558 + 0.118) which means accepting the hypothesis sixth (H_7) so that it can be drawn the conclusion the better culture the organization will indirectly improve the performance of employees of the Regional Office of the Ministry of Religion of West Sumatra Province if the work motivation of employees towards the organization is increasing. The results of testing this hypothesis state that $H_{6\ is}$ accepted.

From information information presented in the table above , it is known that the influence of organizational culture and leadership on employee performance each has a greater total influence than direct influence, meaning that work motivation has an important role in mediating the influence of organizational culture and leadership on the performance of Office employees Region of the Ministry of Religion, Province of West Sumatra.

DISCUSSION AND CONCLUSIONS

Effect of Organizational Culture on Performance

Based on the analysis conducted on the first hypothesis, that organizational culture does not have a significant and positive effect on the performance of employees of the Regional Office of the Ministry of Religion, West Sumatra Province. This implies that every culture in the Regional Office of the Ministry of Religion of West Sumatra Province is increasingly applied, so this will not have too significant an effect or a very small effect on employee performance. This insignificant value can occur due to the non-fluent communication of the leaders with their subordinates, so that what has been determined is not understood and understood and understood by employees. The existing organizational culture can be improved by employee motivation.

Effect of Organizational Culture on Work Motivation

Based on the analysis conducted on the second hypothesis, that organizational culture has a positive and significant effect on the work motivation of employees of the Regional Office of the Ministry of Religion, West Sumatra Province. The results of this study indicate that the better the organizational culture in an organization will affect the behavior of employees. In an organization the implementation of organizational culture is included in the form of behavior, employee behavior that is in accordance with organizational culture. This will have an effect on improving employee performance, because of the organizational culture set by the organization in order to realize the goals, achieve the vision and mission.

Effect of Leadership on Performance

Based on the analysis conducted on the third hypothesis, that leadership has a positive and significant effect on the performance of employees of the Regional Office of the Ministry of Religion, West Sumatra Province. The results of this study indicate that the better leadership in an organization will affect the performance of employees, because attention, guidance and direction from a boss, will be able to make employees work well.

In an organization implementing good leadership and can be a role model for subordinates to shape the behavior of employees towards a positive, the more conducive between superiors and subordinates, employees with fellow employees and the support of the company's management environment, the more comfortable feeling in the work environment can encourage work motivation employee. This will have an effect on improving employee performance to achieve the objectives of the Ministry of Religion Office of West Sumatra Province with a sincere motto of charity in providing services to the community.

Effect of Leadership on Work Motivation

Based on the analysis conducted on the fourth hypothesis, that leadership has a positive and significant effect on the performance of employees of the Regional Office of the Ministry of Religion, West Sumatra Province. Leadership of a leader can influence the work motivation of employees in an organization or company. The leadership attitude of a leader to influence others is crucial in achieving the goals of the organization or company. Leadership factors play an important role because leaders are the ones who will move and direct the organization in achieving goals and at the same time it is not an easy task. The leader must understand each behavior of his subordinates differently. Employee motivation is one of the determinants of success of the goals set by the company. One that can influence employee motivation is leadership.

Effect of Work Motivation on Employee Performance

Based on the analysis conducted on the fifth hypothesis, that work motivation has a positive and significant effect on the performance of employees of the Regional Office of the Ministry of Religion, West Sumatra Province. In his research found there was a significant effect between work motivation and employee performance. These results also reinforce the results of previous studies conducted by Ahmed et al. (2010) in his research get results, that work motivation has a positive and significant effect on employee performance. Another study conducted by by Asim (2013), that work motivation variables have a positive and significant effect on employee performance variables.Thus it can be concluded that the higher the work motivation of an employee, the higher the performance will be.

Organizational Culture of Performance with Work Motivation as Intervening Variables

Based on the analysis carried out in the sixth hypothesis, that organizational culture has a positive and significant effect on performance through work motivation of employees of the

Regional Office of the Ministry of Religion, West Sumatra Province. These results indicate that employee performance will increase if the organizational culture goes well and work motivation also increases.

The implication of this research is that the results of this study support previous studies that used the basis of making hypotheses, proven that strong organizational culture and work motivation affect employee performance. Strong organizational culture and high motivation will be able to improve the performance of its employees. This proves that the theory used strengthens the theory used.

The Effect of Leadership on Performance with Work Motivation as an Intervening Variable

Based on the analysis carried out on the seventh hypothesis. It was found that leadership had a positive effect on performance through the work motivation of the Regional Office of the Ministry of Religion of West Sumatra Province. This shows that employee performance can be improved by increasing leadership that can encourage employee motivation so that performance can be improved. It was found that leadership had a positive and significant effect on employee performance.

The direct influence of leadership on the performance of small employees when compared with the indirect influence of leadership on employee performance through work motivation. This shows that to create high performance employees really need leadership that is capable of motivating employees, this will give the greatest and dominant influence in improving the performance of their employees when compared to the direct influence of leadership without work motivation.

For this reason, work motivation as an intervening variable in this study really needs to be considered and improved again. Because work motivation is a key variable in improving employee performance at Regional Office of the Ministry of Religion of West Sumatra Province. Leadership and work motivation form a positive relationship where the better the leadership will increase work motivation, the employee's performance will be higher.

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