

# Effect of Leadership, Work Motivation, and Organizational Culture on Performance of Tanjung Medan Puskesmas Employees

Indah Sari\*, Junita Lubis, & Fadzil Hanafi Asnora

Faculty of Economics and Business, University of Labuhanbatu, Indonesia

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## Abstract

The type of research used in this research is descriptive quantitative. The population in the study were all employees of the Tanjung Medan Public Health Center, totaling 43 employees. The population of this study was completed by using the total sampling method. Total sampling is a test procedure in which the number of samples is equivalent to the population. The sample in this study were all employees of the Tanjung Medan Public Health Center, totaling 43 people, so the entire population was used as a sample in this study. The value of Adjusted R square obtained is 0.628, therefore the coefficient of multiple determination test is  $0.628 \times 100\%$  of 62.8%. This value implies that the variables of leadership, motivation and organizational culture affect performance by 62.8% and the remaining 38.2% is influenced by other variables.

*Keywords:* leadership, work motivation, organizational culture and performance.

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## 1. Introduction

In an age of globalization, candor, and the demand for shared freedom, no country is safe from this shift in progress. All countries, especially developing countries to developing countries face different new difficulties that have consequences for changing or re-shaping the influence of human life. Leadership is a cycle that influences one's actions in dealing with members who gather in achieving organizational goals. Therefore, leaders must have the choice to implement several methodologies so that the goals and objectives of the organization can find success.

Motivation is the most conclusive part for a representative at work. Motivation is an employee's response to different remarks about the overall effort that comes from within the employee to want to work to achieve an ideal goal. The organizational culture plays a very important role in creating employee performance. The ability of organizational culture to be a stacking and attractive system that coordinates the mentality and behavior of its members, and establishes the principles of the game. To work ideally, organizational culture must be created, maintained and changed by management.

Employee performance is the genuine achievement of the employee in contrast to the expected performance of the employee. Performance can be a side effect of a person or it can be a consequence of accumulating work in an organization. Performance due to work completed by someone who adapts to the job/task. Puskesmas is a place of service that provides health facilities for the community and plays a role in improving the health status of the community. Puskesmas employees play an important role in providing the best health services, which of course are influenced by several factors, such as organizational culture and work inspiration possessed by puskesmas employees.

Based on the results of an interview with one of the Tanjung Medan Public Health Center employees, the leader is rarely in place so that the leader pays less attention to his subordinates, this situation also illustrates that the leadership's lack of ability to motivate employees at work. there are other factors besides leadership factors that can affect the performance of Tanjung Medan Public Health Center employees is motivation. Due to leadership and motivation that do not support the performance of the Tanjung Medan Health Center employees, a poor organizational culture also occurs at the Tanjung Medan Health Center.

The purpose of this study was to determine the effect of leadership on the performance of Tanjung Medan Public Health Center employees, to determine the effect of motivation on the performance of Tanjung Medan Public Health Center

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\* Corresponding author.

E-mail address: beautifulnasution2000@gmail.com

employees, to determine the influence of organizational culture on the performance of Tanjung Medan Public Health Center employees, to determine the influence of leadership, motivation and organizational culture simultaneously on performance of Tanjung Medan Public Health Center employees. The formulation of the problem in this study is whether leadership affects the performance of Tanjung Medan Public Health Center employees, whether motivation affects the performance of Tanjung Medan Public Health Center employees, whether organizational culture affects employee performance at Tanjung Medan Public Health Center, leadership, motivation, and organizational culture affect employee performance at the Tanjung Medan Public Health Center. Tanjung Medan Health Center. Based on the explanation above, researchers are interested in knowing more and conducting research with the title "The Influence of Leadership, Work Motivation, and Organizational Culture on the Performance of Tanjung Medan Health Center Employees".

## **2. Literature Review**

### *2.1. Leadership*

According to (A. Roni & Martyah, 2021) Leadership is an individual who has rights and benefits, one of which has abilities in various fields so that it can influence others to complete certain activities for the achievement of common goals. According to (Rismayadi & Maemunah, 2016) Leadership is someone who has the expertise to convince other individuals with an obligation to obtain a set of goals. Opinion of (Purwanto et al., 2020) Leadership is a person who uses formal abilities to coordinate, show, and control responsible subordinates, so that all work can be done to achieve the end goal. In this case, leadership has several indicators, namely traits, habits, temperament, character and personality.

### *2.2. Work Motivation*

According to (Pratini & Utama, 2016) motivation is the whole process of giving work thought processes to subordinates so that they need to be earnest for the achievement of hierarchical goals in a beneficial and financial way. According to the opinion of (Maramis, 2013) motivation is often defined as support. Support or energy is an increase in body and soul to act so that motivation is the main impetus that moves a person to act on their activities for a certain reason (Prayoga & Pohan, 2022). Meanwhile, the appraisal (Setiawan et al., 2019) Motivation is a condition in which conditions and individual restraints work together for the achievement of certain results or goals. The motivation indicators are physiology, security, social, appreciation and self-actualization (Pohan, 2022).

### *2.3. Organizational Culture*

According to organizational culture is a set of beliefs, values, and principles to direct the way individuals act in a definitive method to overcome problems that have occurred both externally and internally. According to (Dinarwati, 2021) while organizational culture is an example of a person's movement that is efficiently passed down from one era to another through different educational experiences to form a certain lifestyle that is generally reasonable for their current circumstances. As stated by (Sari Dewi & Hasniaty, SE, M.Si, 2018) Organizational culture is a social unit of an association, which interacts with each other according to a certain example so that each individual of the association has their respective abilities and obligations, as a unit for certain reasons. what's more, it has clear boundaries, so it can be separated. According to (Armiaty & Ariffin, 2014) organizational culture is the quality or standard that applies, in general, in completing organizational preparation. The indicators of organizational culture are involvement, consistency, adaptability, and mission.

### *2.4. Performance*

According to (Hermanto & Syahril, 2018) revealed that performance is a set of approaches to action that are related to the goals of the company or organizational unit in which an individual works. According to (Fadhila, 2018) Performance is a movement that applies to organizational goals that an individual can actually do and can focus on. According to (Yeni R & Wariyadi, 2021) states that performance is the result achieved by a person according to the intended standard. According to (Rismayadi & Maemunah, 2016) performance indicators are quality of work, quantity of work, timeliness, cost effectiveness, and independence.

## **3. Methods**

The method used to collect data in this study is the questionnaire method, which is a data collection technique carried out by giving a set of questions or written statements to respondents to answer. The questionnaire was made using open-ended questions, which consist of questions to explain the identity of the respondents, and closed questions, namely

questions that ask respondents to choose one of the available answers from each question. The analytical method used in this research is data quality test consisting of validity and reliability test, classical assumption test consisting of normality test, multicollinearity test, multiple regression analysis and hypothesis testing. This type of research is quantitative. To examine the influence of leadership, work motivation and organizational culture on the performance of Tanjung Medan Public Health Center employees. The design carried out in this research aims to test the hypothesis.

The population in the study were all employees of the Tanjung Medan Public Health Center, totaling 43 employees. After an in-depth study of the Tanjung Medan Public Health Center management policy, 43 people had the choice to become respondents in this study. The population of this study was completed by using the total sampling method. Total sampling is a test procedure in which the number of samples is equivalent to the population. The sample in this study were all employees of the Tanjung Medan Public Health Center, totaling 43 people, so the entire population was used as a sample in this study.

## 4. Result and Discussions

### 4.1 Classical Assumption Test Result

Regression analysis in an analysis to determine the extent of the influence of the independent and the dependent variable, namely: leadership (X1), work motivation (X2), organizational culture (X3), and performance (Y). The processed data from the discussion of the classical assumption test in multiple regression include:

#### 4.1.1. Multicollinearity Test

Table 1 Multicollinearity Test Results

Collinearity Statistics	
Tolerance	VIF
.953	1.049
.990	1.010
.951	1.051

Source: primary data processed by researchers (2022).

According to (Purwanto et al., 2020) multicollinearity test is used to see and find out whether there is a correlation between independent variables in the regression model. The multicollinearity test is intended to test how the regression model finds a relationship between independent variables.

Based on the table above, the magnitude of the tolerance value shows that all variables do not exceed 1. It is concluded that this model passes the multicollinearity requirement because the tolerance value of all variables does not exceed 1. Meanwhile, the VIF value of each variable shows the VIF value  $<10$ , therefore the multiple regression model This satisfies the multicollinearity assumption.

#### 4.1.2. Normality Test

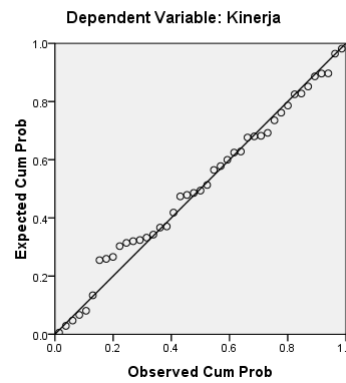
According to (Kusuma & Rahardja, 2018) Normality test aims to determine whether the distribution of a data follows or approaches the normal distribution. The normality test is intended to test whether in the regression model, the confounding or residual variables have a normal distribution. As it is known that the t and f tests assume that the residual value follows a normal distribution.

Based on the figure 1, it can be concluded that the graph shows the model meets the normality assumption model, it can be seen that each plot point follows a diagonal line which indicates that the data is normally distributed.

#### 4.1.3. Heterokedastisity Test Results

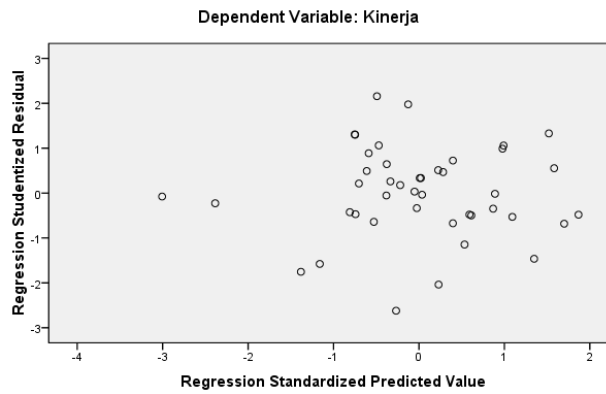
The figure 2 shows that the points contained in the scatterplot spread randomly or do not form a certain pattern. This shows that there is no heteroscedasticity in the regression model, which can be used to predict the dependent variable based on the entry of the independent variable. If the value of  $\text{sig} < 0.05$  then it indicates the occurrence of heteroscedasticity, but if the value of  $\text{sig} > 0.05$  then there is no heteroscedasticity. (Pratini & Utama, 2016) states that the heteroscedasticity test is used to be able to test and see whether from one observation to another there are differences in residual variance.

Normal P-P Plot of Regression Standardized Residual



**Figure 1.** Normality Test Result

Scatterplot



**Figure 2.** Heterokedastisity Result

#### 4.1.4. Multiple Regression Analysis and Y1 and Hypothesis Testing

Based on the results of multiple linear regression testers from the table below, it shows the beta coefficient ( $\beta$ ) for each variable, the resulting multiple regression equation is as follows:

$$Y = 6.580 + 0.510X_1 + 0.440X_2 + 0.570X_3 + e \quad (1)$$

The multiple regression equation (1) can inform that:  $a = 6.580$  is a constant number, which means that if the independent variables, namely  $X_1$ ,  $X_2$  and  $X_3$  are equal to zero, then the employee's performance is 6.580. The coefficient of  $b_1 = 0.510$  is the magnitude of the regression coefficient  $X_1$ , which means that every an increase in one unit score of the  $X_1$  variable will increase employee performance by 6,580 with the assumption that the other variables studied are constants. The coefficient  $b_2 = 0.440$  is the magnitude of the regression coefficient  $X_2$ , which means that every increase in one unit of  $X_2$  score will increase employee performance by 0.440 with the assumption that other variables in this study are constants. The coefficient  $b_3 = 0.570$  is the magnitude of the regression coefficient  $X_3$  which means that every increase of one unit of  $X_3$  score will increase employee performance by 0.

#### 4.1.5. T Test

Based on the table 2 can show the value of significant (sig) t for leadership is known that the value of  $0.04 < 0.05$  means that partially positive and significant effect on performance. Therefore the hypothesis can be accepted, t for work motivation is known that the value is  $0.01 < 0.05$  which means that it partially has a positive and significant effect on performance, the hypothesis can be accepted by organizational culture that the value is  $0.04 < 0.05$  which partially has a positive and significant effect, and the hypothesis is accepted.

**Table 2.** Results of Multiple Regression Analysis and Y1 and Hypothesis Testing

Model		Coefficients				
		Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
1	(Constant)	6,580	5.318		1,237	.223
	Leadership	.510	.168	.387	3.034	.004
	Motivation	.440	.125	.441	3,524	.001
	Organizational culture	-.570	.185	-.395	-3.090	.004

a. Dependent Variable: Performance

Source: primary data processed by researchers (2022).

#### 4.1.6. F Test

The purpose of the F test is to predict the effect of the independent variable (free) with the dependent variable (bound) simultaneously (simultaneously).

**Table 3.** F Test

Model		ANOVA				Sig.
		Sum of Squares	df	Mean Square	F	
1	Regression	216,852	3	72.284	8,488	.000a
	Residual	332.125	39	8,516		
	Total	548,977	42			

Source: primary data processed by researchers (2022).

Based on this table 3, it shows that the number f is 8,488 with a value of 0.000. And the f table value is carried out, namely the distribution value of f with df ( $nk = 43 - 2 = 41$ ) and  $\alpha = 0.05$  which is 3.22 with a significant level of  $0.05 < 0.05$ . This determines that leadership, motivation and organizational culture are simultaneous (Together, the same) has a positive and significant effect on employee performance with the value of the hypothesis being accepted.

#### 4.1.7. Determination

The results of the table 4 can be seen that the value of Adjusted R square is 0.628, because the test of the coefficient of multiple determination is  $0.628 \times 100\%$  of 62.8%. This value implies that the variables of leadership, motivation and organizational culture affect performance by 62.8% and the remaining 38.2% is influenced by other variables.

**Table 4.** Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.628a	.395	.348	2.91822

a. Predictors: (Constant), Organizational\_Culture, Motivation, Leadership

Source: primary data processed by researchers (2022).

## 4.2 Discussion

### - The Influence of Leadership, Work Motivation and Organizational Culture on Employee Performance

The results of the hypothesis test simultaneously show that the variables of leadership (X1), work motivation (X2), organizational culture (X3) indicate a positive and significant influence between the variables of leadership, motivation, and organizational culture on performance. The answers to the questionnaire filled out by respondents using a significant test with a significant level of  $0.000 < 0.05$  with f it is  $8.488 > f$  table where f table is 3.22. So it can be concluded simultaneously that the three variables have a positive and significant effect on the employee performance variable at

the Tanjung Medan Public Health Center. Next, the value of adjust R square is 0.628 or 62.8% proving the meaning of the influence of the tested variable has a large influence of 62.8% on employee performance and the remaining 38.2% is influenced by other variables.

- *The Effect of Leadership on Employee Performance*

The results of the calculation of the hypothesis test simultaneously known that the leadership variable (X1) proves that there is a positive and significant influence between leadership on employee performance. Answers filled out by respondents using a significant test with a significant level of  $0.04 < 0.05$  with a t count of 3,034 with a t table of 1,682, it can be concluded that there is a positive and significant influence of leadership on the performance of Puskesmas Tanjung Medan. The results of this study are supported by previous researchers, namely: (Setiawan et al., 2019) which shows that leadership has a positive and significant effect on employee performance.

- *The Effect of Work Motivation on Employee Performance*

The results of the simultaneous calculation of the hypothesis test are known that the work motivation variable (X2) proves that there is a positive and significant influence between work motivation on employee performance. Answers filled out by respondents using a significant test with a significant level of  $0.01 < 0.05$  with a t count of 3,524 with a t table of 1,682, it is concluded that there is a positive and significant influence of leadership on the performance of Puskesmas Tanjung Medan. The results of this study are supported by previous researchers, namely: (Pratini & Utama, 2016) which shows that work motivation has a positive and significant effect on employee performance.

- *The Influence of Organizational Culture on Employee Performance*

The results of the calculation of the simultaneous hypothesis test are known that the organizational culture variable (X3) proves that there is a positive and significant influence between organizational culture on employee performance. Answers filled out by respondents using a significant test with a significant level of  $0.04 < 0.05$  with a t count of 3,090 with a t table of 1,682, it is concluded that there is a positive and significant influence of leadership on the performance of Puskesmas Tanjung Medan. The results of this study are supported by previous researchers, namely: (Kusuma & Rahardja, 2018) which shows that organizational culture has a positive and significant effect on employee performance. Technical Notes.

## 5. Conclusions

Based on the data analysis concluded it can be found that the results of hypothesis testing for the research model are found that the research model consists of the variables of leadership, work motivation and organizational culture have a positive and significant effect on employee performance. The results of the hypothesis test determined that leadership has a significant and positive influence on the performance of the Tanjung Medan Public Health Center employees. Likewise, work motivation has a significant and positive influence on the performance of Tanjung Medan Public Health Center employees. Likewise, the results of the hypothesis were found that organizational culture has a significant and positive influence on the performance of Tanjung Medan Public Health Center employees.

Leadership (X1), work motivation (X2), organizational culture (X3) with f count  $8.488 > 3.22$ . This proves that leadership, work motivation and organizational culture simultaneously have a positive and significant effect on employee performance. The value of adjust R square is 0.628 or 62.8% proving the meaning of the influence of the tested variable has a large influence of 62.8% on employee performance and the remaining 38.2% is influenced by other variables.

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