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THE INFLUENCE OF LEADERSHIP AND ORGANIZATIONAL CULTURE ON WORK MOTIVATION AND EMPLOYEE PERFORMANCE PT. BANK RIAU KEPRI, PEKANBARU BRANCH

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Abstract

The research was conducted at PT Bank Riau Kepri Pekanbaru branch. The aim is to determine the direct effect of leadership and organizational culture on work motivation and employee performance of PT. Bank Riau Kepri Pekanbaru branch. This study took a sample of 130 people. The variables used are leadership, organizational learning, work motivation and employee performance. Data were analyzed using path analysis (path analysis)

The results showed that there was an influence of leadership and organizational culture on work motivation. and there is an influence of leadership and organizational culture on performance. And there is an influence of leadership and organizational culture on employee performance with work motivation as an intervening variable. The better the work motivation that is owned by employees, the performance will increase

Keywords: *leadership, organizational learning, work motivation, employee performance*

Preliminary

In the era of globalization where the development of the business world is very fast, companies are faced with high productivity problems to meet consumer demand. In general, the company's goal is to make a profit and the continuity of running its business. In order to achieve these goals, a professional workforce with brilliant performance is needed to achieve the company's targets. Because the key to the success of an organization is not only the advantages in terms of technology and availability of funds, but the quality of its human resources is also a very important factor.

On this occasion, researchers conducted research at PT. Bank Riau Kepri Pekanbaru branch which is located on Jl. Jend. Sudirman No. 377. The company which is engaged in banking is a regional company located in the heart of Pekanbaru and focuses on employees of PT. Bank Riau Kepri Pekanbaru Branch considering that high employee performance is expected by the company because the more employees who have high performance, the overall productivity of the company will increase so that the company will be able to survive in global competition. Performance is a tangible behavior that is displayed by everyone as work performance produced by employees in accordance with their role in the company.

The following data describes the performance of the employees of PT. Bank Riau Kepri Pekanbaru Branch, which is seen from the aspects of profit, business growth, customer satisfaction, service

according to SLA, controlled risk (good GRC), and internalization of cultural values. For more details, see the following table

Table. 1 Recapitulation of Employee Performance of PT. Bank Riau Kepri Pekanbaru Branch 2014-2018

Year	<i>Fair</i>	<i>Good</i>	<i>Very good</i>	<i>Excellent</i>	amount
2014	69	97	10	-	176
2015	115	59	9	-	183
2016	65	105	11	-	181
2017	83	95	10	-	188
2018	138	47	5	-	190

Source: PT. Bank Riau Kepri Pekanbaru Branch, 2019

It can be explained that the predicate of the predicate which is more dominant is fair, then the predicate for the good category has decreased from year to year, while the very good category still has a small number of employees in that category. It can be seen that the average employee's assessment is in the fair category. This shows that the performance of the employees of PT. Bank Riau Kepri Pekanbaru branch has not met the target of the company, where the target of the company and what the leadership wants is employee performance, including the very good category.

This employee's performance certainly has an impact on company performance, because company performance is also influenced by how individual employees work. The company's performance at PT. Bank Riau Kepri Pekanbaru Branch also tends to experience a decline from 2017 - 2018, as seen in table 2 below:

Table.2 Target and Realization of Funds, Loans and Profits of PT. Bank Riau Kepri Pekanbaru Branch 2017-2018

Description	2017		2018	
	Target	Realization	Target	realization
Fund	1.50 T	1.35 T	1.90 T	1.30 T
Credit	1.40 T.	1.20T	1.70 T	1.59 T
Profit	84.5M	50.9M	80 AD	56.7M

Source: PT. Bank Riau Kepri Pekanbaru Branch, 2019

From table 2 above, it can be seen that the achievement of the realization of the set targets is generally always below the target given. When viewed from the achievement of targets that have not been realized at PT. Bank Riau Kepri Pekanbaru Branch, shows the low individual performance of employees of PT. Bank Riau Kepri Pekanbaru Branch. According to (Robbins, Judge, Millett, & Boyle, 2013), performance is influenced by several factors, namely: leadership and motivation.

Based on the information and data above, the authors are interested in researching and analyzing based on existing theories with the title The Influence of Leadership and Organizational Culture on Work Motivation and Employee Performance of PT. Bank Riau Kepri Pekanbaru Branch

Performance or performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision, mission of the organization as outlined in the strategic planning of an organization. Performance is the

appearance of a person's work in the form of quality or quantity in an organization. Performance can be the appearance of an individual or an employee's work group. (Robbins et al., 2013)

An organization, both public and private, is always driven by a group of people who play an active role in achieving the goals to be achieved from the organization. Organizational goals will certainly not be achieved if the performance of members or employees is not optimal. Employee performance refers to employee performance that is measured based on the standards or criteria set by the company. Management to achieve high performance is primarily intended to improve overall company performance. Performance is a function of morale and ability. To complete a task or job, a person should have a certain degree of willingness and ability.

Performance is about doing the job and the results it achieves. employee performance indicators consist of: (Purwanto, Hendriani, & Marzolina, 2018)

1. Financial Perspective
 - a. Profit achieved
2. Customer Perspective
 - a. Business and customer growth
 - b. High customer satisfaction
3. Internal Process
 - a. SLA compliant services
 - b. Risk controlled (Good GRC)
4. Employee development
 - a. Internalization of work culture values and main behavior
 - Morning briefing program
 - Implementation of knowledge transfer
 - Professionalism
 - IDEA (Creative and Innovative Ideas with an Excellence Award)

Motivation according to (Sutrisno, Cahyono, & Qomariah, 2017) motivation is a factor that encourages someone to do a certain activity, therefore motivation is often interpreted as a factor driving one's behavior. Every activity carried out by a person must have a factor that drives these activities.

According to (Hasibuan, 2009) indicators of motivation are:

1. Achievement
2. Recognition
3. The work it self
4. Responsibility
5. Advancement
6. Development of Individual Potential (The possibility of growth)

Leadership has existed since the beginning of human history, that is, since humans realized the importance of living in groups to achieve common goals. In seeing leadership, it is more concerned with the desires of people who are influenced by the leadership rather than the wishes of the leadership itself (Champy & Weger, 2005)

A person is called a leader not because he makes others follow his wishes or forces people to follow his wishes, but because he can make other people do what he wants. In such a relationship, the leaders continuously generate motivation as a binding response and modify their behavior when faced with responsiveness or resistance in the relationship process or feedback that takes place continuously. (Siagian, 2009) formulating leadership as an activity to influence people's behavior to work together towards a specific goal that they want together

According to (Uno, et., Al 2012) Leadership consists of several indicators, namely:

1. Leaders provide encouragement to subordinates
2. Supervision
3. Emphasize results in company goals
4. Friendliness
5. Take a risk
6. Leadership innovation

Organizational culture is defined as a cognitive framework that contains attitudes, values, norms and mutual rewards shared by members of the organization. Organizational culture or corporate culture is often defined as values, symbols that are understood and obeyed together.

Organizational culture is related to the context of organizational development, meaning that culture is rooted in the history of the organization, is shared and is not easily manipulated directly (Cahyono, 2010).

Organizational Culture indicators consist of:(Purwanto et al., 2018)

1. Work hard with full responsibility, honesty & discipline as a form of IMTAQ towards TYME.
2. Expanding insight, knowledge and skills for the advancement of the Bank.
3. Be orderly, always tidy, on time, on appointments and uphold social ethics.
4. Care for problems that arise and solve them appropriately and quickly.
5. Think, behave and work in a professional manner based on mastery and in accordance with applicable systems and procedures.
6. Be open, have a sense of togetherness, be tolerant and maintain harmony between fellow employees.
7. Work as an entrepreneur, innovative, creative, dynamic and proactive.
8. Maintaining a spirit of work which is based on togetherness.
9. Acting as a marketer for the Bank and its products.
10. Providing fast, thorough (accurate) and friendly service

Framework of thinking

Leaders and employees are components that influence the improvement of company performance. The leadership of PT Bank Riau Kepri who wants to move their employees to do their jobs, must be able to motivate them so that employees will focus all their energy and attention to achieve the things that have been set. Employees who implement organizational culture in their daily work environment have high work motivation, have characteristics of attitudes and behaviors or willingness and work abilities that are relatively stable when facing a situation in the workplace.

Research methodology

Research sites

The research object is PT. Bank Riau Kepri Pekanbaru Branch with reasons to be able to determine the influence of leadership, organizational culture on employee performance through work motivation

Types of research

This type of research used in this research is a quantitative method by asking about casual relationships (cause-effect). This research was conducted with a quantitative research approach, namely researchers used questionnaires, observations, and interviews in conducting data collection techniques.

Population and Sample

The population in this study were employees of PT. Bank Riau Kepri Pekanbaru Branch includes 7 sub-branches (capem) totaling 190 people. From the total population and the Slovin formula above, it can be obtained that the number of samples in this study were 130 respondents.

Data analysis

This study uses data analysis methods with path analysis (path analysis).

Results and Discussion

Validity test

The data validity test is determined by a robust measurement process. A research instrument is said to have strong validity if the instrument measures what is actually being measured. This is a test that shows how much the statement item represents the concept or variable being measured.

Table 3: Research Validity Test

Statement	r count	r table	Ket
K1	0.733	0.172	Valid
K2	0.801	0.172	Valid
K3	0.875	0.172	Valid
K4	0.810	0.172	Valid
K5	0.770	0.172	Valid
K6	0.907	0.172	Valid
BO1	0.667	0.172	Valid
BO2	0.737	0.172	Valid
BO3	0.723	0.172	Valid
BO4	0.859	0.172	Valid
BO5	0.834	0.172	Valid
BO6	0.675	0.172	Valid
BO7	0.797	0.172	Valid
BO8	0.797	0.172	Valid
BO9	0.825	0.172	Valid
BO10	0.733	0.172	Valid
MK1	0.880	0.172	Valid
MK2	0.865	0.172	Valid
MK3	0.841	0.172	Valid
MK4	0.877	0.172	Valid
KP1	0.771	0.172	Valid
KP2	0.816	0.172	Valid
KP3	0.790	0.172	Valid
KP4	0.719	0.172	Valid
KP5	0.805	0.172	Valid
KP6	0.636	0.172	Valid
KP7	0.721	0.172	Valid
KP8	0.669	0.172	Valid
KP9	0.607	0.172	Valid
KP10	0.729	0.172	Valid

Source: Processed Data, 2020

Reliability Test

Reliability of a measurement indicates the stability and consistency of the instrument that measures a concept and is useful for testing a "goodness" of the measurement

Table 4: Cronbach's Alpha Test Results

Variable	Cronbach's Alpha	Critical Value	Ket
Leadership	0.938	0.6	Reliable
Organizational culture	0.943	0.6	Reliable
Work motivation	0.944	0.6	Reliable
Employee Performance	0.930	0.6	Reliable

Source: Processed Data, 2020

Coefficient of Determination (R²)

The coefficient of determination test is used to see the percentage of influence of the placement and experience variables on satisfaction and performance. Based on the tests carried out, the following results were obtained:

Table 5: Test Results of the Determination Coefficient

Model Summary b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.819 a	.671	.666	2.21834
a. Predictors: (Constant), Organizational Culture, Leadership				
b. Dependent Variable: Work Motivation				

Source: Processed Data, 2020

Direct and Indirect Effect

Table 9 Direct and Indirect Effect Testing Results

Influence	Direct	Indirect	Total	Ket
Leadership → Work Motivation	0.472	-	0.472	Strong
Organizational Culture → Work Motivation	0.439	-	0.439	Strong
Leadership → Employee Performance	0.193	0.472 x 0.531 = 0.251	0.444	Strong
Organizational Culture → Employee Performance	0.195	0.439 x 0.531 = 0.233	0.428	Strong
Work Motivation → Employee Performance	0.531	-	0.531	Strong

Source: Processed Data 2020

Figure 1 Path diagram

Source: Processed Data 2020

$$\varepsilon_1 = \sqrt{1 - R^2} = \sqrt{1 - 0,671} = 0,574$$

$$\varepsilon_2 = \sqrt{1 - R^2} = \sqrt{1 - 0,708} = 0,540$$

Discussion

The Influence of Leadership on Employee Performance

Leadership. Obtained value t count (2.649) > t table (1.979) or significance (0.009) < 0.05. This means that leadership has a significant effect on employee performance. Leaders at PT. Bank Riau Kepri Pekanbaru Branch always encourages subordinates to give the best results and the leadership always produces innovation in setting goals and tends to talk about values and beliefs about ethics, tends to look for different perspectives when solving problems, which tends to instill pride in its employees, which more emphasis on togetherness rather than individual, and teaching employees to see problems from various perspectives and encouraging employees to be more responsible for the work assigned to them. One of the main goals of human resources is to ensure the organization has a workforce that produces excellent performance. This is where the role of leadership is needed to improve the performance of its employees. Employee performance is the result of an employee work process that can be seen in terms of quantity and quality according to their respective responsibilities. With good employee performance, the company will achieve a target goal it wants to achieve. This is where the role of leadership is needed to improve the performance of its employees. Employee performance is the result of an employee work process that can be seen in terms of quantity and quality in accordance with their respective responsibilities. With good employee performance, the company will achieve a target goal it wants to achieve. This is where the role of leadership is needed to improve the performance of its employees. Employee performance is the result of an employee work process that can be seen in terms of quantity and quality in accordance with their respective responsibilities. With good employee performance, the company will achieve a target goal it wants to achieve.

The Influence of Organizational Culture on Employee Performance

Organizational culture. Obtained value t count (2.727) > t table (1.979) or significance (0.007) < 0.05. This means that organizational culture has a significant effect on employee performance. The organizational culture in Bank Riau Kepri is already strong. The cultural values of Bank Riau Kepri are Integrity, Synergy, Customer Focus, Professionalism, and Excellence. Bank Riau Kepri employees act as marketers for the Bank and its products, Provide fast, thorough (accurate) and friendly services, Care for problems that arise, Work hard with full responsibility,

honesty, discipline and Thinking, behave and work professionally . If carried out consistently this can improve the performance of employees of Bank Riau Kepri.

The Influence of Leadership on Work Motivation

Leadership. Obtained value t count (7.276) > t table (1.979) or significance (0.000) < 0.05. This means that leadership has a significant effect on work motivation. Leadership on PT. Bank Riau Kepri is a process of motivating the work of employees of PT. Bank Riau Kepri which will trigger employees to work and be creative in their work. Employees who have high work motivation must be able to complete their work effectively and efficiently.

The Influence of Organizational Culture on Work Motivation

Organizational culture. Obtained value t count (6.765) > t table (1.979) or significance (0.000) < 0.05. This means that organizational culture has a significant effect on work motivation. The existing organizational culture can increase the motivation of Bank Riau Kepri employees to work in accordance with agreed operational standards. To realize the vision of the company requires high motivation from every employee because motivation is very important for a company. Motivation as a driving force which results in someone willing and willing to exert their ability, energy and time in order to achieve predetermined goals, with high work motivation, the enthusiasm for completing their work is also high.

The Influence of Leadership through Motivation on Employee Performance

Leadership Obtained value t count (2.649) > t table (1.979) or significance (0.251) < 0.05. This means that leadership has a significant effect on employee performance through motivation. By having a leadership style that provides support for subordinates to progress, a leader who always provides support tends to talk about values and beliefs about ethics, tends to look for different perspectives when solving problems, which tends to instill pride in his employees. At PT Bank Riau Kepri Leader is the main figure who is considered most responsible for the success and downturn of a company.

The Influence of Organizational Culture through Motivation on Employee Performance

Organizational culture Obtained t value (2.727) > t table (1.979) or significance (0.233) < 0.05. This means that organizational culture has a significant effect on employee performance. Through motivation. With a strong organizational culture, employees of PT Bank Riau Kepri are automatically motivated to improve their performance. PT Bank Riau Kepri motivates its employees by pointing certain directions to its employees and taking the necessary steps to ensure that they can understand the steps that have been taken. Motivated is wanting to go to a place based on one's own desires or being motivated by whatever is around it in order to go on purpose and to achieve success after doing something in that place.

The Effect of Work Motivation on Employee Performance

Work motivation. Obtained value t count (6.334) > t table (1.979) or significance (0.000) < 0.05. This means that work motivation has a significant effect on employee performance. Work motivation will stimulate someone to work and be creative in their work. Bank Riau Kepri employees who have high work motivation must be able to complete their work effectively and efficiently. The performance of employees of Bank Riau Kepri about doing the job and the results achieved from the work. The performance of employees of Bank Riau Kepri is also what is expected and how to do it. Motivation is a person's ability to motivate himself without the need for help from others. A person has the ability to get a reason or impulse to act.

Conclusions and suggestions

Conclusion

From the research results that have been described previously, the conclusions of this study can be drawn as follows:

1. Leadership affects the performance of employees of Bank Riau Kepri. The better the leadership, the employee performance will increase and vice versa, the less good the leadership, the employee performance will decrease. Leadership at PT. Bank Riau Kepri Pekanbaru Branch has a transformational leadership style, where transformational leaders tend to talk about values and beliefs about ethics, tend to seek different perspectives when solving problems and this can improve employee performance.
2. Organizational culture affects the performance of employees of Bank Riau Kepri. The better the organizational culture, the better the employee's performance and vice versa, the less good the organizational culture, the lower the employee's performance. The meaning The values shared by Riau Kepri Bank employees affect the personal aspects of an employee that enable them to achieve targeted performance.
3. Leadership affects the work motivation of Bank Riau Kepri employees. The better the leadership, the employee work motivation will increase and vice versa, the less good the leadership, the employee work motivation will decrease. The meaning The role of the leadership of the Riau Kepri bank can increase the motivation, abilities, skills, skills and develop a positive and constructive role for the employees of the Riau Kepri bank.
4. Organizational culture influences the work motivation of the employees of Bank Riau Kepri. The better the organizational culture, the employee's work motivation will increase and vice versa, the less good the organizational culture, the lower the employee's work motivation. This can be seen from the implementation of organizational culture in everyday life at the Riau Kepri Bank. Employees have high work motivation, have a character of attitude and behavior or willingness and work ability that is relatively stable when facing a problem.
5. Leadership berinfluence on employee performance through work motivation of employees at Bank Riau Kepri. The meaning The transformational leadership style possessed by the leadership of the Riau Bank can increase employee motivation at work.
6. Organizational culture berinfluence on employee performance through work motivation of employees at Bank Riau Kepri. This means that employees can be motivated by the organizational culture of the Riau Kepri Bank. The spirit that exists in the organization can increase employee motivation at work.
7. Work motivation affects the employee performance of Bank Riau Kepri. The better the work motivation, the employee performance will increase and vice versa, the less good the work motivation, the employee performance will decrease. This means that the current motivation of the Bank Riau employees can be seen from the resulting performance.

Limitations

The author realizes that this study still has many limitations, including:

1. The results of this study cannot be generalized to PT Bank Riau Kepri branched another. This is because the conditions in some branches are different from one another.
2. The interview method was not carried out in the study considering the respondent's activity, so the researcher could not confirm the respondent's answer. Therefore, the answers given by respondents do not necessarily reflect the actual situation.
3. The research data was only conducted on closed questions, so the researcher did not get direct and detailed arguments from the respondents as a whole.

Suggestion

From the research results and conclusions previously described, the authors provide the following suggestions:

1. Increase employee motivation PT Bank Riau Kepri through providing rewards and imposing sanctions on employees who violate work discipline.
2. In order for employees to pay more attention to consistency in implementing organizational culture, both in terms of attitudes towards customers, short processing times so that customers do not wait long in processing transactions.
3. It is important between employees to be open to each other and to provide feedback or response to their colleagues, by holding discussions about the current conditions and situation around the banking world and there is a need for correction of what the employee has done.
4. It is hoped that the next researcher will use interview methods and open questionnaires in research, so that the data obtained is in accordance with the actual situation. Besides, it is also necessary to add other factors that affect employee performance on PT Bank Riau Kepri based on different characteristics and analysis tools

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