

THE INFLUENCE OF LEADERSHIP STYLE AND ORGANIZATIONAL CULTURE ON THE PERFORMANCE OF FUNCTIONAL EMPLOYEES THROUGH MOTIVATION WITHIN THE GENERAL SECRETARIAT REGIONAL REPRESENTATIVE COUNCIL OF THE REPUBLIC OF INDONESIA

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ABSTRACT

Rapid changes in today's era of globalization are driving shifts in values and rules of the game. The implication of that result, every organization is required to change the view, that the phenomenon of competition is not something to be avoided but a challenge that needs to be faced. The purpose of this study is to determine and analyze the influence of leadership style and organizational culture on the motivation of functional employees in the DPD RI Setjen environment. The population in this study is 88 functional employees of the General Secretariat of the Regional Representative Council of the Republic of Indonesia. The type of nonprobability sampling used in this study is saturated sampling or often called census. Leadership style is very important to pay attention to considering that leaders are one of the factors for the emergence of motivation in employees. Leadership is the way a leader influences the behavior of subordinates, in order to be willing to work together and work productively to achieve organizational goals.

Keywords: *globalization, leadership, DPD RI*

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INTRODUCTION

Rapid changes in today's era of globalization are driving shifts in values and rules of the game. The implication of that result, every organization is required to change the view, that the phenomenon of competition is not something to be avoided but a challenge that needs to be faced. One component of the organization that plays an important role in winning the competition in the era of *competitiveness* in an organization is the human resource factor. Through human resources, the organization organizes various activities in order to achieve organizational goals, so the organization must be able to utilize human resources effectively and efficiently in order to improve organizational performance.

The improvement in organizational performance also occurs in the public service sector in government organizations, such as in DPD RI. DPD is a representation or representation of votes from the regions and becomes a balancer in strengthening the parliamentary system in Indonesia. DPD is a forum for mediating the aspirations of the community and regions along with other interests. Judging from the constitution, DPD is here to strengthen the parliamentary system in the legislative process. Referring to the provisions of Article 22D of the 1945 Constitution and the DPD RI Code of Conduct, as a legislative institution, DPD RI has the functions of legislation, supervision and budgeting which are carried out within the framework of the representation function.

In addition, in the DPD RI profile, it is also stated that the duties and authorities of DPD RI are; 1. Submission of Draft Law Proposals Submit to the House of Representatives draft

laws relating to regional autonomy, central and regional relations, the establishment and expansion and merger of regions, the management of natural resources and other economic resources, as well as those relating to central and regional financial balance; 2. Discussion of the Draft Law Participate in discussing draft laws related to regional autonomy; central and regional relations; formation, expansion and merger of regions; management of natural resources, and other economic resources as well as central and regional financial balance; 3. Consideration of the Draft Law and the Election of CPC Members Consideration of the draft law on the state budget and draft laws related to taxes, education and religion. As well as giving consideration to the DPR in the election of CPC members; 4. Supervision of the Implementation of Laws Supervision of the implementation of laws concerning regional autonomy, the formation, expansion and merger of regions, central and regional relations, management of natural resources and other economic resources, the implementation of the state budget of revenue, taxes, education and religion and submit the results of the supervision to the DPR as consideration for follow-up; 5. Preparation of Prolegnas Prepare the National Legislation Program (Prolegnas) relating to regional autonomy, central and regional relations, the establishment and expansion and merger of regions, management of natural resources and other economic resources, as well as those related to central and regional financial balance; and 6. Monitoring and Evaluation of Ranperda and Perda Monitoring and evaluating the draft Regional Regulations (Raperda) and Regional Regulations (Perda).

This DPD tupoksi will run well if supported by professional human resources. In order to create such professional work, the Secretary General of DPD RI considers it necessary to arrange functional positions. For this reason, the Secretary General of DPD RI issued Regulation of the Secretary General of DPD RI Number 15 of 2018 concerning Position Classes within the DPD RI General Secretariat, currently there are 19 Functional Position Clusters, including Policy Analysts, Personnel Analysts, Pharmacists, Archivists, Assistant Pharmacists, Auditors, Dentists, Physiotherapists, Researchers, Translators, Drafters of Laws and Regulations, Dental Nurses, Nurses, Planners, Public Relations Institutions, Computer Institutions, Health Laboratory Institutions, Librarians. These steps are taken so that the Secretary General of DPD RI can provide maximum support for tasks and operational functions for the implementation of DPD RI's tupoksi. (Source: DPD RI Website)

Based on data, currently there are 88 functional employees at the DPD RI Secretary General spread across several work units. This shows that in carrying out their duties and functions, functional employees have a large enough span of control, above the normal limit. Observing these conditions, effective efforts, especially from leaders to integrate and harmonize the tasks of work units and employees in it who have different duties and responsibilities, are needed in order to produce good performance, an integrated work system and lead to the achievement of organizational goals.

Improving employee performance will bring progress to the organization in the government environment. To be able to survive in an unstable job competition, various efforts are made. Improving employee performance is the most serious government management challenge because success in achieving organizational goals and survival depends on the quality of human resource performance.

There are negative factors that can reduce employee performance, including decreased employee desire to achieve work performance, lack of punctuality in completing work so that they do not obey regulations, influences that come from their environment, coworkers who also decrease in enthusiasm and the absence of examples that must be used as a reference in achieving good work performance. All of that is the cause of the decline in employee performance at work. Wibowo (2011:112). According to Kasmir (2016: 189-183), there are many factors that can affect individual performance in an organization including: leadership style, organizational culture, and motivation.

At first glance, there is a tendency for phenomena that occur in the Secretary General of DPD RI, including employee performance so far is felt to be not optimal, this can be seen from the presence of employees who arrive late, there are employees who are passive in work, leave the office during working hours for no reason or for reasons that cannot be accounted for, quickly go home prematurely for no apparent reason, Employees who miss work for reasons of health or family needs or blame each other among fellow employees in carrying out work. (Source: Results of interviews with employees of the DPD RI Personnel and Membership Bureau)

The next factor that affects the performance of employees at the DPD RI Setjen is leadership style. According to Suranta (2006), leadership style is also a behavioral norm used by a person when the person tries to influence the behavior of others. The attitude and style and leadership behavior of a leader are very influential on the organization being led and even very influential on the performance of employees in the organization. This research has been conducted by Atikah and Qomariah (2020), which states that there is a significant influence between leadership styles on performance.

The phenomenon that occurs in the DPD RI Secretary General is felt that the leadership still tends to not treat its employees fairly, employee assignments tend to be not in accordance with the main duties and functions (Tupoksi). In addition, it is felt that there is still very little in providing direction and guidance on the annual work plan process or work plan every day and month, even if there is guidance it does not seem to provide quality performance results and according to goal expectations, but is more subjective and straightforward. Leaders always rely on their formal authority so that power becomes a force in mobilizing subordinates and low competence of leaders at the DPD RI Secretary General. This is inseparable from the pattern of promotion that does not consider the competence of employees to be appointed because so far promotions have been carried out on the basis of rank, class and nepotism. (Source: Results of an interview with one of the DPD RI Puskada employees). The theory expressed by Peter (2016) states that servant leadership has an influence on organizational performance. Thus, employees will feel more respect for the leader and when doing work will do the maximum.

Within government agencies, there is known to be a work culture of the state apparatus. In accordance with the Decree of the Minister of State Apparatus Empowerment Number 25/KEP/M.PAN/04/2002 dated April 25, 2002, as a culture, the work culture of the state apparatus can be recognized in the form of the values contained therein, institutions or work systems, as well as the attitudes and behaviors of the human resources of the apparatus that implements it. The work culture of the state apparatus is expected to be beneficial for the

individuals of the state apparatus and its work units, where it personally provides opportunities for role, achievement and self-actualization, while in groups it can improve the quality of joint performance.

Furthermore, organizational culture is another factor that affects employee performance. Schein (2004) observes that organizational culture and leadership are interconnected. This research has been conducted by Brury (2016) which states that organizational culture has a significant effect on employee performance. The results of the study are in line with the opinion of Siagian (2006), which states that a strong corporate organizational culture will foster a great sense of responsibility in employees so as to motivate to display the most satisfactory performance, achieve better goals, and in turn will motivate all members to increase work productivity. This determines that organizational culture affects employee work performance.

The Secretary General of DPD RI has diverse educational backgrounds ranging from high school graduates to S3, from those who do not have experience to employees who have worked for more than 15 years. In terms of organizational culture, the implementation of daily work is more focused and charged to one of the staff who has high competence. So that the workload given from the leader to his subordinates is uneven, this results in a very subjectivity.

In terms of skills, employee skills should be created in accordance with the needs of the organization, so that employees feel more concerned about their organization, because the organization needs them. There is envy and jealousy for employees who have a high workload because they earn the same income as lazy employees, without taking into account the achievements and workload of the employees concerned. This has an impact on employee morale and performance. There are still employees who do not participate in apples, and how to dress unneatly. This problem can directly have an impact on employee performance that decreases if not strictly sanctioned. The existing organizational culture will function effectively if employees can apply organizational culture as a habit in carrying out duties responsibly and free from corruption, collusion and nepotism. Gibson (1988) argues that organizational culture will determine the normative behavior limits of organizational members and determine the appropriate way of working.

The third factor that can determine the performance of an employee is motivation. Research related to motivation has been conducted by Handayani and Rasyid (2015) which states that there is a significant influence of work motivation on performance. According to Nitisemito (1989), providing motivation is one of the goals so that motivated employees can work in accordance with the work references and responsibilities given so that company goals can be achieved properly. While the phenomenon that occurs today is still low motivation to conduct research and development by developing initiatives, innovation and creativity from personnel and work groups. The R&D work program was completed only as a fulfillment of administrative obligations, not touching the quality of R&D results as expected. (Source; results of interviews with functional employees at the DPD RI Secretary-General, November 2021)

From the problems that arise at the DPD RI Secretary-General, efforts must be made so that all of them can be overcome properly, efforts are needed such as generating positive motivation as an encouragement for each individual employee, strict regulations and sanctions for the creation of high work discipline, building a better and innovative organizational culture

and leadership factors that can guide employees well and create a more conducive work atmosphere are very necessary To be done in order to create comfort in work.

METHOD

The population in this study is 88 functional employees of the General Secretariat of the Regional Representative Council of the Republic of Indonesia. The type of nonprobability sampling used in this study is saturated sampling or often called census. The type of data used in this study is quantitative data. Emphasizes analysis on numerical data (numbers), which are then analyzed by appropriate statistical methods. Quantitative research is used in inferential research to test hypotheses. In this study using the questionnaire method is a number of questions / written statements used to obtain information from respondents.

RESULTS AND DISCUSSION

Hypothesis Testing Results

1. There is allegedly an influence of transformational leadership and innovation culture on motivation

To find out this, here are the results of the F test for this hypothesis:

Table 4. 1 Simultaneous Test Results (Test F)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6813,146	2	3406,573	85,025	.000 ^b
	Residual	3405,570	85	40,066		
	Total	10218,716	87			

a. Dependent Variable: X3

b. Predictors: (Constant), X2, X1

Source: Primary Data processed, 2022

The results of Test F are presented in the following table:

Based on the ANOVA table above, it can be seen that the F_{calculate} test result of 85.025 using the real level of $\alpha = 5\%$ obtained from ($df_2 = n - k - 1 = 88 - 2 - 1 = 85$), with the degree of freedom of the numerator = 2 and the degree of freedom of the denominator = 85, will be compared to F_{calculate} and F_{table}, and there is a F_{table} of 3.10 then it can be said that F_{calculate} is greater than F_{table} ($85.025 > 3.10$) meaning that together the probability level (sig) $F = 0.000 < 0.05$ then it can be said that H₀ is rejected and H₁ is accepted, thus it can be concluded that simultaneously the variables of leadership style and organizational culture have a positive and significant influence on the motivational variable.

a. There is allegedly an influence of leadership style and organizational culture on motivation

To find out this, here are the results of the F test for this hypothesis:

Table 4. 2 Simultaneous Test Results (Test F)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3170,047	2	1585,024	24,880	.000 ^b
	Residual	5415,032	85	63,706		
	Total	8585,080	87			

a. Dependent Variable: Y
b. Predictors: (Constant), X2, X1

Source: Primary Data processed, 2022

Based on the ANOVA table above, it can be seen that the $F_{\text{calculate}}$ test result of 24.880 using the real level of $\alpha = 5\%$ obtained from ($df_2 = n-k-1 = 88 - 2 - 1 = 85$), with the degree of freedom of the numerator = 2 and the degree of freedom of the denominator = 85, will be compared to $F_{\text{calculate}}$ and F_{table} , and there is a F_{table} of 3.10 then it can be said that $F_{\text{calculate}}$ is greater than F_{table} ($24.880 > 3.10$) meaning that together the probability level (sig) $F = 0.000 < 0.05$ then it can be said that H_0 is rejected and H_1 is accepted, thus it can be concluded that simultaneously the variables of leadership style and organizational culture on employee performance have a positive and significant influence.

a. It is suspected that there is an influence of motivation on performance
To find out this, here are the t-test results for this hypothesis:

Table 4. 3 Partial Test Results (Test t)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	55,293	4,928		11,220	,000
	X1	,090	,115	,123	3,785	,003
	X2	,604	,143	,622	4,222	,000
	X3	,097	,137	,106	3,708	,001

a. Dependent Variable: Y

From the results of data processing using the SPSS program, a t-count value of 3.708 was found with a t-table of 1.99. The value of t-count is greater than t-table, thus H_0 is rejected and H_1 is accepted. So it can be concluded that there is an influence of motivation on employee performance.

a. It is suspected that there is an influence of leadership style and organizational culture on performance through motivation.

$$X1 \rightarrow X3 \rightarrow Y = (0.123 \times 0.106) \approx 0.013$$

$$X2 \rightarrow X3 \rightarrow Y = (0.622 \times 0.106) \approx 0.066$$

In the leadership style variable, the value of indirect influence of the path coefficient ρ_{X1X3} is obtained multiplied by the value of the path coefficient ρ_{X3Y} . The multiplication results show that the value of the indirect influence coefficient (0.013) is smaller than the value of the direct influence coefficient (0.123). While in the organizational culture variable, an indirect influence value is obtained from the value of the path coefficient ρ_{X2X3} multiplied by the value of the path coefficient ρ_{X3Y} . The multiplication results show that the value of the indirect influence coefficient (0.066) is smaller than the value of the direct influence coefficient (0.622).

From the results of the analysis above, it shows that the Motivation variable cannot mediate Leadership Style and Organizational Culture on Employee Performance. So it can be concluded that the fourth hypothesis is untested and unproven.

Direct Effect (DE)

1. The influence of leadership style on employee performance

$$X1 \rightarrow Y = 0.123$$

The influence of the independent variable X1 on Y of 0.123 shows that the leadership style variable has a positive and significant effect on employee performance. Thus, the results of this study prove that there is a partial causality relationship between leadership style variables on the performance of functional employees of the DPD RI Secretary General.

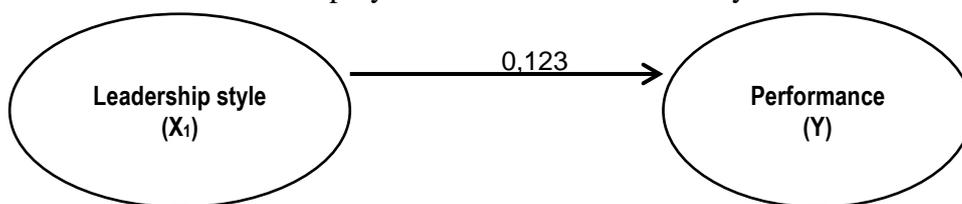


Figure 4. 1 Analysis of the path of the first equation

1. The influence of organizational culture on employee performance

$$X2 \rightarrow Y = 0.622$$

The effect of the independent variable X2 on Y of 0.622 shows that the organizational culture variable has a positive and significant effect on employee performance. Thus, the results of this study prove that there is a partial causality relationship between organizational culture variables on the performance of functional employees of the DPD RI Secretary General.

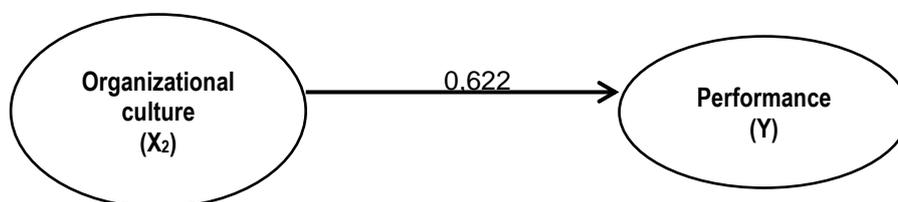


Figure 4. 2 Analysis of the path of the second equation

1. The effect of motivation on employee performance

$$X_3 \rightarrow Y = 0.106$$

The effect of the independent variable X3 on Y of 0.106 shows that the motivation variable has a positive and significant effect on employee performance. Thus, the results of this study prove that there is a partial causality relationship between motivational variables on the performance of functional employees of the DPD RI Secretary General.

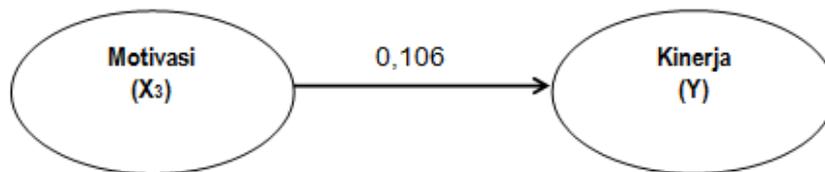


Figure 4. 3 Analysis of the path of the third equation

Table 4. 4 Partial Test Results (Test t)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,294	3,854		5,374	,007
	X1	,404	,079	,507	5,093	,000
	X2	,380	,105	,358	3,601	,001

a. Dependent Variable: X3

1. The influence of leadership style on motivation

$$X_1 \rightarrow X_3 = 0.507$$

The effect of the independent variable X1 on X3 of 0.507 shows that the leadership style variable has a positive and significant effect on motivation. Thus, the results of this study prove that there is a partial causality relationship between leadership style variables on the motivation of functional employees of the DPD RI Secretary General.

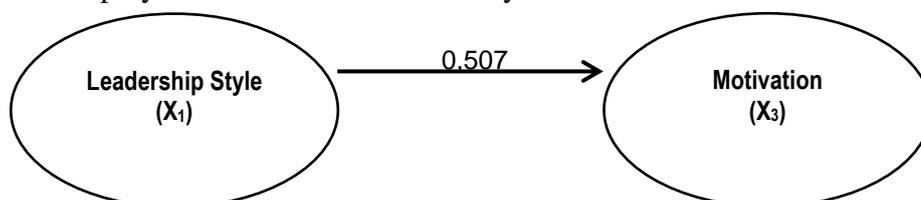


Figure 4. 4 Analysis of the path of the fourth equation

1. The influence of organizational culture on motivation

$$X_2 \rightarrow X_3 = 0.358$$

The effect of the independent variable X2 on X3 of 0.358 shows that the organizational culture variable has a positive and significant effect on motivation. Thus, the results of this study prove that there is a partial causality relationship between organizational culture variables on the motivation of functional employees of the DPD RI Secretary General.

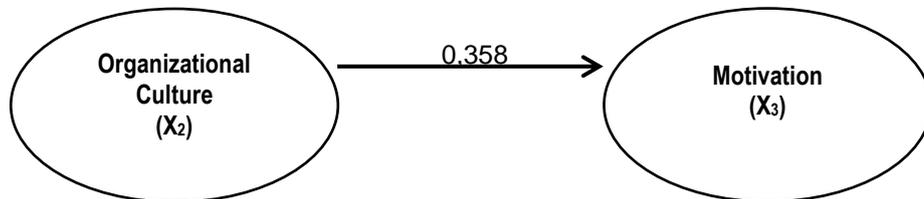


Figure 4. 5 Analysis of the path of the fifth equation

Indirect Influence

1. The influence of leadership style on employee performance through motivation

$$X_1 \rightarrow X_3 \rightarrow Y = (0.123 \times 0.106) = 0.013$$

The indirect influence of leadership style on employee performance through motivation is 0.013. The value of the indirect influence coefficient of 0.013 is positive but smaller than the direct influence of leadership style on employee performance, which is 0.123. Thus, the results of this study prove that there is an indirect relationship between motivational variables mediating leadership style variables on employee performance.

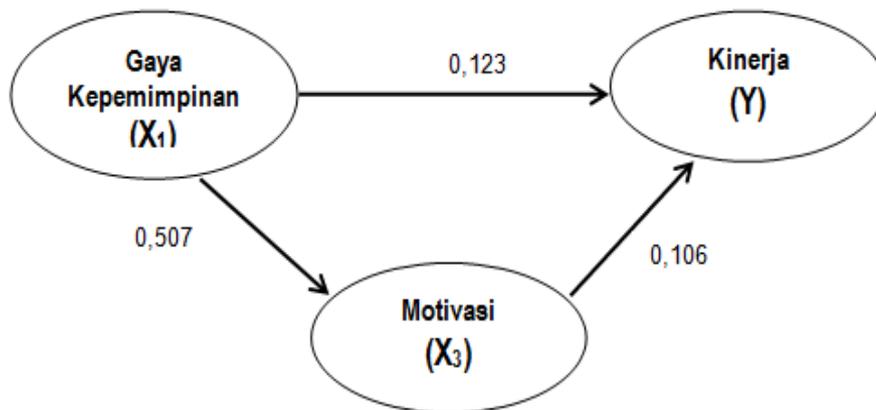


Figure 4. 6 Analysis of the path of the sixth equation

1. The influence of organizational culture on employee performance through motivation

$$X_2 \rightarrow X_3 \rightarrow Y = (0.622 \times 0.106) = 0.066$$

The indirect influence of organizational culture on employee performance through motivation is 0.066. The value of the indirect influence coefficient of 0.066 is positive but smaller than the direct influence of organizational culture on employee performance, which is 0.622. Thus, the results of this study prove that there is an indirect relationship between motivational variables mediating organizational culture variables on employee performance.

Total Effect

The effect of the total sum of (Direct Effect or DE) *and* (Indirect Effect or IE). The influence between variables X1 (leadership style) and Y (employee performance) with the influence of X1 (leadership style) on Y (employee performance) through the mediation variable X3 (motivation) from the path analysis as follows:

$$DE Y = pyx1 + IE pyx1x3 = (0.123 + 0.013) = 0.136.$$

The influence between variables X2 (organizational culture) and Y (employee performance) with the influence of X2 (organizational culture) on Y (employee performance) through the mediation variable X3 (motivation) from the path analysis as follows:

$$DE Y = pyx2 + IE pyx2x3 = (0.622 + 0.066) = 0.688.$$

Table 4. 5 coefficients of direct influence path, indirect influence, and total influence of leadership style, organizational culture, employee motivation and performance

Variable	Path		Influence			R2	F		
	Exogenous	Mediation	Endogenous	Coefficient	Immediately			Indirect	Total
X1	-		X3	0,507	0,507	-	-	-	-
X2	-		X3	0,358	0,358	-	-	-	-
X1	-		And	0,123	0,123	-	-	-	-
X2	-		And	0,622	0,622	-	-	-	-
X3	-		And	0,106	0,106	-	-	-	-
X1X2	-		X3	-	-	-	-	0,667	85,025
X1X2	-		And	-	-	-	-	0,373	24,880
X1		X3	And	-	-	0,013	-	-	-
X2		X3	And	-	-	0,066	-	-	-
e1	-		-	-	-	-	-	-	-
e2	-		-	-	-	-	-	-	-
DE Y = pyx1 + IE pyx1x3				-	-	-	0,136	-	-
DE Y = pyx2 + IE pyx2 x3				-	-	-	0,688	-	-

Source: Processed primary data, 2022

DISCUSSION

The Influence of Leadership Style and Organizational Culture on Motivation within the General Secretariat of the Regional Representative Council of the Republic of Indonesia

Based on the analysis of the description of the average value of functional employee leadership style variables within the General Secretariat of the Regional Representative Council of the Republic of Indonesia tends to agree that leadership style variables are formed by visionary, guide, affiliative, democratic and communicative. The indicator that contributes the most to the leadership style variable is visionary, meaning that the head of the DPD RI Secretary General has a clear vision and mission for employees in achieving organizational goals. A leader must be able to direct employees to work better by giving confidence to be able to complete the work. Always provide freedom in making decisions limited to authority and position, so that it will create very open and pleasant communication between superiors, subordinates and colleagues.

The Influence of Leadership Style and Organizational Culture on the Performance of Functional Employees Through Motivation Within the General Secretariat Regional Representative Council of the Republic of Indonesia

On organizational culture variables, functional employees tend to agree that the DPD RI Setjen Environment tends to agree that organizational culture variables are formed by innovative, detailed/paying attention, result orientation and employee orientation. The indicator that contributes the most to the variables of organizational culture is innovation, meaning that the leadership of the DPD RI Secretary General seeks to innovate organizational activities and appreciate new ideas from employees. Leaders must always pay attention to every problem in detail and the organization must always be oriented and pay attention to employees to work together, so that organizational targets can be achieved.

On the motivation variables of functional employees in the DPD RI Setjen Environment, they tend to agree that motivation variables are formed by physical needs, security needs, social needs, self-esteem needs and actualization needs. The indicator that contributes the most to the motivation variable is the need to actualize the meaning that employees of the DPD RI Setjen have the opportunity to excel, develop careers and be included in training activities in order to support achievement. A good and harmonious relationship between superiors, subordinates and fellow employees will certainly support each other in carrying out their duties / work.

The results of this study are in line with the results of research conducted by Septyan (2017) which shows that leadership style has a significant positive relationship with work motivation. The more effective the leadership style applied in the company, the more employee motivation will increase.

The Influence of Leadership, Leadership Style and Organizational Culture on the Performance of Functional Employees within the Secretariat General of the Republic of Indonesia

Based on the analysis of the description of the average value of employee performance variables tend to agree that employee performance variables are formed by *quantity, quality, effectiveness, need for supervision, timelines and interpersonal impact*. The indicator that contributes the most to employee performance variables is *interpersonal impact*, meaning that employees of the DPD RI Secretary General are able to maintain self-esteem and organization and maintain cooperation between colleagues and superiors. Employees try to use time as effectively as possible in using organizational resources, especially in increasing work results in greater quantities according to the specified time target without having to be supervised.

The results of this study are in line with Arimbawa and Dewi (2013), Septyan (2017), Aditia and Yuniawan (2015), Guterres (2014), Handayani and Rasyid (2015), Brury (2016), Atikah and Qomariah (2020) which stated that leadership style has a positive and significant effect on employee performance. However, the results of this study do not support Widanaputra (2017) and Ridwan & Hamelinda (2017) who stated that leadership style has no effect on performance.

The results of this study are consistent with Arimbawa and Dewi (2013), Aditia and Yuniawan (2015), Gueteres (2014), Handayani and Rasyid (2015), Brury (2016) which states that organizational culture has a positive and significant effect on employee performance. However, the results of this study do not support Widanaputra (2017) who states that organizational culture has no effect on performance.

The Effect of Motivation on the Performance of Functional Employees within the Secretariat General of the Republic of Indonesia

Motivation will increase when employee performance is valued by superiors both in quality and quantity, as well as adequate benefits and health insurance facilities. Therefore, employee motivation must get attention, in order to improve organizational performance in the future. Based on the results of the path analysis, it shows that motivation provides support for employee performance. The results of this study are in line with the results of research conducted by Handayani and Rasyid (2015) and Brury (2016) which stated that work motivation has a significant effect on employee performance. In research conducted by Guterres (2014), a positive and significant influence was found between motivation and performance. This means that the better the motivation in the organization, the better the work performance. While Atikah and Qomariah (2020), Tirtayasa and Andayani (2019) and Ridwan & Hamelinda (2017) in their research also showed the same results that work motivation has a significant effect on performance.

The Influence of Leadership Style and Organizational Culture on the Performance of Functional Employees through Motivation within the General Secretariat of the Regional Representative Council of the Republic of Indonesia

The results of this study prove that the variables of leadership style and organizational culture are able to provide improved employee performance compared to motivational variables. This means that the motivation variable is not able to mediate between the leadership style variable and organizational culture on employee performance.

Adaptive bureaucracy is created from leadership with *agility* spirit, namely someone who is smart, agile and proactive in facing problems and changes, prioritizing collaboration rather than just governing, able to build a team and have qualified competence as a leader. This form of leadership will certainly be more productive in forming an adaptive bureaucracy in responding to global challenges.

This research is in line with research conducted by Septyan (2017) and Wahyuni (2015) which states that motivational variables do not mediate the relationship between leadership style and work productivity. The results of this study contradict the results of research conducted by Sawitri and Dewanggi (2016) whose results show that motivation.

CONCLUSION

Leadership style and organizational culture have a positive and significant influence on motivation. This is because the head of the DPD RI Setjen provides opportunities or opportunities for employees to be creative and innovate. The results of this study are in line with research conducted by Septyan (2017) which shows that leadership style has a significant positive relationship with work motivation. The more effective the leadership style applied in the company, the more employee motivation will increase.

Leadership style and organizational culture have a positive and significant influence on employee performance. This is because employees of the DPD RI Secretary General are able to maintain self-esteem and organization and maintain cooperation between colleagues and superiors. The results of this study are in line with research conducted by Arimbawa and Dewi (2013), Septyan (2017), Aditia and Yuniawan (2015), Guterres (2014), Handayani and Rasyid (2015), Brury (2016), Atikah and Qomariah (2020) which stated that leadership style has a positive and significant effect on employee performance.

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The Influence of Leadership Style and Organizational Culture on the Performance of Functional Employees Through Motivation Within the General Secretariat Regional Representative Council of the Republic of Indonesia

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