

The Effect of Leadership, Motivation and Organizational Culture on Employee Performance: The Case of Personal and Humar Resource Development Agency (BKPSDM) at Palembang City

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Article Information:

Received: May 21, 2025, Accepted: May 28, 2025, Published: May 31, 2025

Abstract

This research aims to investigate the impact of leadership, motivation, and organizational culture on the performance of employees at the Personnel and Human Resources Development Agency (BKPSDM) office in Palembang. This type of research is associative. The variables used by the researcher are leadership, motivation, and organizational culture on performance. The sample in this study is 86 employees of the Personnel and Human Resources Development Agency (BKPSDM) office in the city of Palembang, which was selected using Cluster Random Sampling. The data used in this study is primary data with a questionnaire data collection method. The results of this study show that (1) Leadership, motivation, and organizational culture, collectively, have a positive and significant effect on employee performance. (2) Leadership has a positive and significant impact on the company's performance.

Keywords: leadership, motivation, organizational culture, employee performance

1. Introduction

Human Resource Management (HRM) in an organization is a vital element in the implementation and development of human resources. The process of utilizing human resources and other resources effectively and efficiently is directed at achieving company goals. Human resources (HR) are also considered as company assets. The Role of State Civil Apparatus (ASN) As part of human resources, ASN has an essential role because it determines the achievement of regional government agencies' goals. ASN is a crucial factor in a regional government organization because it is a key determinant in achieving agency goals effectively and efficiently. HR apparatus is a unique dimension compared to managing other resources. According to [Kasmir \(2019\)](#), several factors influence employee performance, namely ability and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline.

Leadership also influences employee performance; [Busro \(2018\)](#) states that leadership is the ability to influence others and change behavior to achieve common goals. Through ability, innovation, ideas, behavior, and leadership, a person is able to lead the organization to achieve

its goals. Efforts that a leader can make are to direct, improve, and mobilize the potential of themselves and their members to focus their activities and achieve organizational success. A series of leader activities (activities) related to the position and style or behavior of the leader himself, as a process of inter-relationship or interaction between leaders and subordinates in certain situations [Busro \(2018\)](#). Leadership has a good relationship with employees and is considered to provide high effectiveness in employee performance ([Nanjundeswaraswamy & Swamy, 2015](#)). [Fahmi \(2018\)](#) states that motivation is a behavioral activity that works in an effort to meet the desired needs. Motivation is something that causes and supports human behavior so that they want to work hard and enthusiastically to achieve optimal results. To achieve the vision and mission of the organization, employees will work harder when they feel part of the formation of the company's culture.

According to [Wibowo \(2018\)](#), many factors influence performance, one of which is motivation. Motivation plays a vital role for employees; motivation can spur employees to work hard to achieve their desired goals. Many factors influence remuneration, working conditions, work facilities, work performance, recognition from superiors, and the work itself. [Afandi \(2018\)](#) states that many factors influence employee performance, namely their abilities, motivation, support received, the conditions of the work they do, and their relationship with the organization.

Culture also affects performance. A high organizational culture can create conduciveness in work, related to employee comfort and order. According to [Wibowo \(2018\)](#), Organizational culture is the values and norms contained in an organization that teach workers who come regarding shared beliefs and feelings, regularity in historical process behavior, and the continuation of values and norms. According to [Soetjipto \(2008\)](#), not understanding or accepting culture in the workplace can have various impacts on each individual in the organization. An organization is usually formed to achieve a certain goal through the performance of all human resources in the organization. Resource performance is largely determined by internal environmental conditions and organizational culture. Therefore, the ability to create an organization with a culture that is able to drive performance is a need [Wibowo \(2018\)](#).

The practice of organizational culture that has been formulated systematically also has an impact on improving the quality of work of company employees. So, organizational culture will create and become one of the factors that impact the performance of the employees themselves. Research gap of leadership variables on performance according to research conducted by [Daelli et al., \(2024\)](#) entitled the influence of transformational leadership, organizational culture and performance motivation on employees in manufacturing companies, states that leadership leadership has a positive and significant effect on performance. However, this is not in line with research conducted by [Fitri et al., \(2025\)](#) entitled The Influence of Leadership Style on Employee Performance with Work Motivation as an Intervening Variable (Case Study of Employees of Kanca Bank Syariah Indonesia Palembang). From the results of this study, it was found that leadership leadership had a negative and insignificant effect on employee work performance. From other variables, there is a Research Gap between Motivation and Performance. According to [Setiyanti \(2024\)](#) entitled The Influence of Principal Leadership, Work Motivation, and School Culture on Teacher Performance. This study states that work motivation has a significant effect on employee performance. However, in a survey conducted by [Aolia and Nurhidayati \(2024\)](#). entitled The Influence of Motivation, Work Discipline and Work Environment on Employee Performance at the Rembang Regency Regional Development Planning Agency. From the results of this study, it was found that

motivation did not have a significant effect on employee performance.

The results of research by [Logahan & Aesaria \(2014\)](#) showed a significant adverse effect of organizational culture on employee performance. This negative impact is scarce in similar studies. Internal or external companies can cause this. The Palembang City Human Resources Development and Personnel Agency (BKPSDM) is a supporting element of the government in the field of personnel, which is the authority of the city. The main task of BKPSDM is to assist the government in leading and implementing government affairs in the field of personnel, which is the authority and assistance tasks assigned to the City Government based on the provisions of laws and regulations.

BKPSDM of Palembang City is an agency that acts as a government executor responsible for formulating technical policies in the field of personnel and providing service support for the implementation of government in city personnel management as an effort to manage HR Management with leadership that motivates employees to work better and can meet organizational goals more efficiently and effectively. Based on initial observations conducted at the Palembang City BKPSDM, this appears problematic. This can be seen from the quality of work in the volume produced, which is less than optimal. Employee work is not optimal in relation to the completion of the work produced and accuracy in completing the work. In terms of quantity related to results, employees are not agile in carrying out a task given by the work leader; this will affect the quality and quantity of work produced. In terms of timeliness in completing employee tasks where employees are accustomed to completing reports and functions given by leaders on time, accustomed to delaying work, this will make employees tend to delay completing tasks and reports not on time and completing work plans that have been previously determined according to the period that has been set; employees tend to be ineffective in completing tasks because they delay even though it is related to completing tasks, time constraints. Researchers also found another phenomenon related to employee effectiveness that tends to be ineffective in providing services; this performance is indicated by their weakness in completing a job, completing reports which are routine tasks often experience delays in completion, not reaching their targets, such as the percentage of integrated personnel information system services because there are work packages that cannot be completed by consultation so that the output of the integration of personnel information system services is not achieved according to target.

Based on initial observations of the achievement of BKPSDM performance, which is measured by comparing the performance targets agreed upon in the performance agreement in 2024, the achievement of target performance, there are still indicators that do not reach their targets, such as the percentage of integrated personnel information system services because there are work packages that cannot be completed by consultation so that the output of the integration of personnel information system services is not achieved according to target. Another phenomenon related to leadership at BKPSDM Palembang City, researchers found a problem phenomenon. This can be seen from the ability of a leader as a firm supervisor, supervises employee work and applies regulations that must be obeyed; this firm attitude makes employees feel uncomfortable, and leaders want perfect results from employee performance, but the facts in the field that occur often do not match the expected plan, employees who are given tasks and responsibilities who have interpersonal skills and mastery of knowledge in their fields. Employees have not been able to complete their tasks on time, and functions that are not in accordance with the capacity of the employee's abilities and the poor relationship between leaders and, employees, and co-workers so that employees in doing their jobs decline. There is a sense of employee disappointment when conveying what obstacles they encounter

while working. Employees also feel unembraced and unnoticed when doing their jobs optimally.

Researchers found a phenomenon against indicators of leadership intelligence that continues to increase technology and, innovation and system improvements within the organization. This has a good impact on the organization but also causes problems for employees with changes in systems that use technology. Another phenomenon related to the Initiative indicator is that leaders lack initiative in overcoming issues that occur in the organization; the selection and placement of employees are inappropriate, where there are employees whose educational background is law placed in the financial sector. Giving tasks to employees who are not in their field or abilities can cause the work not to be completed according to plan.

Motivation at the Palembang City BKPSDM seems problematic; this can be seen from the tasks, which are their primary duties and functions, which are sometimes slow to be completed. When researchers conducted a field survey, they obtained information about uncomfortable working conditions, where employees did not establish harmonious relationships with fellow employees; there were often disputes, so working conditions became non-conductive. There is a problem where, in terms of working conditions in the organizational environment, work motivation is not always in good condition. Indicators of conducive working environment conditions can provide a sense of security and allow employees to work optimally, and employee working conditions can affect employee emotions.

The work facilities are quite good, but there are several problems where the facilities are incomplete or inadequate. This can be seen from the lack of computers, which are not connected to the system but still have internet networks, and the limited number of document scanners. The tool is connected to one of the employee's computers so that it can interfere with the employee in completing their work and the lack of scanners in the secretariat field, scanners used to scan documents and correspondence are very much needed; additional scanners will undoubtedly make it easier and speed up employee tasks and work, there is no photocopying machine in every office area, so employees have to go to the photocopy place to reproduce documents. Some employees spend time chatting with each other and discussing something outside of work.

Another phenomenon related to indicators in terms of employee work performance requires training and development to improve the technical, theoretical, conceptual, and moral abilities of employees according to job/position needs through education and training. Employees need appreciation and recognition for the work they have achieved; the need for achievement will encourage employees to develop creativity and direct all their abilities and energy to achieve optimal work performance. All organizations have a culture, even though they are not aware of it; some have had it from the beginning in written or unwritten form. Organizational culture is a set of basic assumptions and beliefs held by members of an organization that are then developed and inherited to overcome external adaptation problems and internal integration problems.

When the researcher conducted a field survey and a direct interview with one of the employees, Mrs. Y, the researcher obtained information that the organizational culture at BKPSDM in Palembang City seemed problematic. This can be seen. The phenomenon related to indicators in terms of tolerance is the lack of tolerance among fellow employees regarding differences of opinion during work meetings, not giving coworkers the opportunity to express ideas or ideas, and employees not being open to various cultures in the work environment. Some employees do not respect each other, there is a lack of tolerance between employees in developing

innovation and ideas, and there is a need to foster an attitude of tolerance within employees so that it can become a good organizational culture.

The phenomenon related to indicators in terms of management support is the lack of support from leaders to employees to innovate and develop ideas to build agencies, even though leaders have a significant role in listening to and developing employee ideas. In terms of communication patterns that occur between superiors and subordinates, the hierarchy of authority often limits communication. There is a communication gap between leaders and employees regarding service procedures, and delays in delivering information between superiors and employees have an impact on service; focusing on a special way of paying attention to employees is a good thing to know what employees want, such as employees wish their opinions to get attention. The work achievements produced get appreciation such as rewards or incentives, the importance of deliberation in the steps of making a decision, be it suggestions or opinions from subordinates.

Based on initial observations, leadership at this time is characterized by a supervisor who is firm, supervises employee work, and applies regulations that must be obeyed. This firm attitude makes employees feel uncomfortable. In terms of leadership, intelligence continues to improve, and technology and system improvements within the organization are ongoing. However, the emergence of problems for employees becomes difficult with changes in systems that utilize technology. Based on initial observations made by researchers in an effort to improve employee performance, numerous obstacles remain, making it challenging to achieve organizational goals. This less-than-ideal condition is characterized by the presence of other barriers, including employees who struggle to communicate effectively between individuals and groups. These employees are late to work and are absent from work without permission, resulting in declining employee performance due to employees who consistently make mistakes and low employee work motivation in doing their work, so that employee work cannot be completed according to plan. The organizational culture is not yet conducive.

2. Literature Review

According to [Busro \(2018\)](#), performance is the work result that can be achieved by employees, both individuals and groups in an organization, in accordance with the authority and responsibility given by the organization in an effort to achieve the vision, mission, and goals of the organization concerned by including ability, perseverance, independence, ability to overcome problems according to the time limit given legally, not violating the law and in accordance with morals and ethics. Employee performance is the result of the work and work behavior of employees, which is achieved by completing the tasks and responsibilities given in a specific period. Employee performance is the result of the work in terms of quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to them ([Mangkunegara, 2017](#)). One of the factors that influences performance is leadership; effective leadership is able to guide and direct employees, resulting in increased employee performance within the organization. Leadership is how a leader influences the behavior of subordinates to cooperate and work productively to achieve organizational goals ([Hasibuan, 2017](#)).

The influence of leadership, motivation, and organizational culture on the performance of employees of the Civil Service and Human Resource Development Agency (BKPSDM) in the city of Palembang. According to [Kasmir \(2019\)](#), the factors that influence employee performance are ability and expertise, knowledge, work plan, personality, motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty,

commitment, and work discipline. According to [Rivai \(2017\)](#), the factors that can influence employee performance are ability, motivation, and work environment. According to [Afandi \(2018\)](#), the factors that influence performance are ability, clarity and acceptance or clarity, level of motivation, competence, work facilities, work culture, leadership, and work discipline. This is supported by the research of [Fadhila and Pracoyo \(2017\)](#), entitled The Influence of Leadership, Motivation, and Organizational Culture on Employee Performance of PT. Shaka Energi Indonesia. The results of his research showed a significant simultaneous influence of leadership, motivation, and organizational culture on performance.

The Influence of Leadership on the performance of employees of the Human Resources Development and Personnel Agency (BKPSDM) in the city of Palembang. According to [Kasmir \(2019\)](#), one of the factors that influence performance is leadership. The results of research by [Fatokun et al., \(2010\)](#) prove that there is a positive relationship between leadership and employee performance. Furthermore, the phenomenon of leadership is where leaders as supervisors are firm. In terms of leadership intelligence, they continue to improve technology and systems within the organization. Still, the emergence of problems for employees becomes difficult with changes in systems that use technology. In terms of initiative, it seems that leaders lack initiative in overcoming problems that occur in the organization. The selection and placement of employees tend to be inappropriate, where there are employees whose educational background is law placed in the financial sector. Employees who will be given tasks and responsibilities must have interpersonal skills and mastery of knowledge in their fields.

The influence of motivation on the performance of office employees of the Human Resources Development and Personnel Agency (BKPSDM) in the city of Palembang. According to [Wibowo \(2018\)](#), many factors influence performance, one of which is motivation. Motivation plays a vital role for employees; it can spur them to work hard to achieve their desired goals. According to [Afandi \(2018\)](#), many factors influence remuneration, working conditions, work facilities, work performance, recognition from superiors, and the work itself. Meanwhile, according to [Kasmir \(2019\)](#), one factor that influences performance is motivation. In other words, every worker needs strong motivation so that they are willing to carry out their work enthusiastically, passionately, and dedicatedly. For this reason, the performance needed or sought by the company from an employee is very dependent on the ability, motivation, and support that the employee receives. The phenomenon of motivation in terms of work performance requires appreciation and incentives for work hackers who have achieved; the need for achievement will encourage employees to develop creativity and direct all their abilities and energy to achieve optimal work performance. In terms of uncomfortable working conditions, where employees do not establish harmonious relationships with fellow employees, disputes often occur, making working conditions less conducive. In terms of work facilities, they are pretty good, but there are several problems where the work facilities are incomplete or inadequate.

The Influence of Organizational Culture on the performance of employees at the Human Resources Development and Personnel Agency (BKPSDM) in the city of Palembang. According to [Kasmir \(2019\)](#), one of the factors that influences employee performance is organizational culture. Tsani Karimatunnisa's research entitled The Influence of Organizational Culture and Commitment on Employee Performance at PT. Angkasa Pura 1 (Persero) Adi Soemarno Airport Branch Office. Based on the study's results, organizational culture has a significant impact on employee performance at PT. Angkasa Pura 1 Adi Soemarno Airport Branch Office. The phenomenon of organizational culture, in terms of communication patterns that occur between superiors and subordinates, often manifests in communication that is limited

by the hierarchy of authority. In terms of tolerance, there is a lack of tolerance among fellow employees regarding differences of opinion during work meetings, not giving fellow coworkers the opportunity to express ideas or thoughts, and employees not being open to various cultures that exist in the work environment.

3. Research Method

This research was conducted at the Office of the Human Resources Development and Personnel Agency (BKPSDM) on Jl. Merdeka No. 252, 19 Ilir, Kec. Bukit Kecil, Palembang City, South Sumatra 30113, Indonesia. This research is deterministic because it examines the partial influence of several research variables, namely Leadership, Motivation, Organizational Culture, and Employee Performance. The dependent variable is employee performance, which is indicated by work quality, work quantity, punctuality, and effectiveness. The independent variables are leadership, motivation, and organizational culture. The indicators of leadership are the ability to act as a supervisor, intelligence, and initiative of the leader. The indicators of motivation are working conditions, work facilities, and work performance. The indicators of organizational culture are tolerance, management support, and communication patterns. The population in this study of the Human Resources Development and Personnel Agency (BKPSDM), all employees of the Palembang Indonesian Civil Service Agency and BKPSDM office taken are Civil Apparatus (ASN), totaling 108 people spread across 6 work units. The number of each work unit is not the same. This is adjusted to the needs and work volume of each work unit. The method used to determine the number of samples using the Slovin formula and the sample to be used in the study on employees of the Human Resources Development and Training Agency (BKPSDM) is 86 employees. The sampling technique used is cluster sampling. The data collection method used in this study is a questionnaire, namely the answers from respondents to a series of questions related to the influence of motivational leadership and organizational culture on performance at the BKPSDM in Palembang City, according to the indicators used by the researcher. The analysis method used in this study is multiple regression analysis.

4. Findings and Discussions

This multiple linear regression analysis is used to determine the influence of organizational culture variables, training, and job placement on employee performance. The results of the multiple linear regression analysis can be seen in the following table:

Table 1. Regression Result

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
(Constant)	15,461	1,078	
1 Leadership	0,325	0,069	0,418
Motivation	0,328	0,071	0,410
Organizational Culture	0,114	0,065	0,128
a. Dependent Variable: Employee Performance			

Based on the table of multiple linear regression test results obtained the following results:

$$Y = 15.461 + 0.0325 X_1 + 0.0328 X_2 + 0.0114 X_3$$

The constant value of 15.461 indicates that if leadership, motivation, and organizational culture

are equal to zero, then performance remains at 15.461. Leadership has a regression coefficient of 0.0325. This shows that every increase in leadership will increase employee performance by 0.0325, assuming other variables remain constant. Motivation has a regression coefficient of 0.0328. This shows that every motivation will increase employee performance by 0.0328, assuming other variables remain constant. Organizational culture has a regression coefficient of 0.0114. This shows that every increase in organizational culture will increase employee performance by 0.0114, assuming other variables remain constant.

The F test is used to determine whether the variables of culture, training, and placement simultaneously affect employee performance. The results can be seen in the following table:

Table 2. F-test

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	2,200,999	3	733,666	85,723	.000 ^b
1 Residual	701,803	82	8,559		
Total	2,902,802	85			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Leadership, Motivation, Organization Culture

From the table above, Determine the F-table with a confidence level of 95% and an error rate (α) of 5% = 0.05, with degrees of freedom (df) $V1 = k-1 = 4-1 = 3$ and $V2 = 86-4 = 82$, so the F-table = 2.71. From the F Test (Anova), it can be seen that the F-value is $85.723 > F\text{-table } 2.71$ with a Sig F level of $0.000 < 0.05$, then H_0 is rejected and H_a is accepted, meaning that there is a significant influence of leadership, motivation, and organizational culture on the performance of employees of the Palembang City Human Resources Development and Personnel Agency (BKPSDM).

The t-test aims to test the independent variables partially/individually against the dependent variables, with the following results:

Table 3. t-test

Model	t	Sig.
(Constant)	14.34	0
1 Leadership	4.684	0
Motivation	4.616	0
Organizational Culture	1.746	0.084

a. Dependent Variable: Kinerja Pegawai

From the table above, Determine the t table with a confidence level of 95%, an error rate (α) of 5% = 0.05, and degrees of freedom (df) = $n-k$. Then (df) = $0.05 / 2 (86-4)$ is (pdf) = 0.025 (82), so the t-table is 1.989. Based on the t-test table (partial), it can be seen as follows: a) The t-value for leadership (X_1) is $4.684 > t\text{-table } 1.989$ with a sig.t level of $0.00 < 0.05$ (significant), then H_0 is rejected. H_a is accepted, meaning that leadership has a significant effect on the performance of employees of the Palembang City Human Resources Development and Personnel Agency (BKPSDM). b) The t-value for Motivation (X_2) is $4.616 > t\text{-table } 1.989$ with a sig.t level of $0.000 < 0.05$ (significant), t. H_0 rejected, and H_a accepted, meaning that motivation has a significant effect on the performance of employees of the Palembang City Human Resources Development and Personnel Agency (BKPSDM). c) The t-value for Organizational Culture (X_3) is $1.746 < t\text{-table } 1.989$ with a sig.t level of $0.084 > 0.05$ (not significant). H_0 is accepted, and H_a is rejected, meaning that Organizational Culture has no

significant effect on the performance of employees of the Palembang City Human Resources Development and Personnel Agency (BKPSDM).

These results explain that with good leadership, motivation, and organizational culture that support employee performance, employees can work optimally, which affects their employee performance. Based on the researcher's findings regarding the statement on the quality indicator, 17.3% of respondents answered disagree and strongly disagree, meaning that there are still employees who state that they are not able to produce fast but careful work. This is due to the lack of employee concentration in carrying out their duties and responsibilities. In the quantity indicator, 4.5% of respondents answered disagree and strongly disagree, meaning that there are still employees who delay work. This is because many employees still take their work lightly and are lazy. In the punctuality indicator, 11.7% of respondents answered disagree and strongly disagree, meaning that there are employees who are unable to complete work on time according to the deadline given. This is because employees are used to delaying completing work past the specified time, so it is essential to provide support and supervision to employees. In the effectiveness indicator of employees who work effectively in delivering services, 40.7% of respondents answered disagree, and 6% strongly disagreed. This means that there are employees who do not provide services effectively and efficiently. There are still employees who do not provide effective and efficient services. This is because education and training are needed for employees who work in the service sector so that they can provide the best service to the community. One of the factors that influences employee performance is work culture. In addition, this study is also in line with the theory put forward by [Rivai \(2017\)](#). Factors that can affect employee performance are ability, motivation, and work environment. According to [Afandi \(2018\)](#), the factors that affect performance are ability, clarity and acceptance or clarity, level of motivation, competence, work facilities, work culture, leadership, and work discipline.

The influence of leadership on employee performance at the Human Resources Development and Personnel Agency (BKPSDM) in the city of Palembang. There is a significant influence between leadership and employee performance at the Human Resources Development and Personnel Agency (BKPSDM) in the city of Palembang. This is based on the hypothesis analysis, which shows that the $t\text{-value} = 4.684 > t\text{-table } 1.989$ with a sig.t level of $0.00 < 0.05$, so H_0 is rejected and H_a is accepted. This means that there is a significant influence between leadership and employee performance at the Human Resources Development and Personnel Agency (BKPSDM) in the city of Palembang. This shows a positive or unidirectional linear relationship between leadership variables and employee performance, which means that if leadership can be improved, it will have a positive impact on improving employee performance. Based on the researcher's findings on the statement on the indicator of the position as a supervisor in the statement, "Leaders give tasks and responsibilities to employees who have interpersonal skills," as many as 41.5% of respondents answered disagree and strongly disagree, meaning that employees think that leaders do not give tasks and responsibilities to employees who have interpersonal skills. This is because leaders give tasks and duties to employees who do not have interpersonal skills. On the intelligence indicator on the statement that leaders improve technology and innovation and system improvements within the organization, as many as 41.5% of respondents answered disagree and strongly disagree, meaning that employees think that leaders do not improve technology and innovation and system improvements within the organization. This is because the increase in technology and innovation and system improvements within the organization have not been maximized. On the leader's initiative indicator, as many as 50% of respondents answered disagree and strongly disagree with the statement that leaders place employees according to their educational background, meaning that employees think that leaders do not place employees according to

their educational background. This is due to leaders' lack of understanding of the placement and educational background of employees in the office environment. The results of this study are in accordance with the theory put forward. According to [Kasmir \(2019\)](#), the factors that influence performance include leadership. [Afandi \(2018\)](#) stated that many factors affect performance, one of which is leadership. Because it is based on several aspects, namely, the difference in indicators used is only taking two indicators that are in accordance with the existing problems. The sample used is 30 people. The sampling technique uses the Saturated Sample technique. The results of the respondents' answers show that leadership has a significant effect on employee performance. It can be seen in the distribution of answers to respondents that there are the following problems: a. Leaders give tasks and responsibilities to employees who have interpersonal skills; b. Intelligence in the leader's statement increases technology and innovation and system improvements within the organization; c. Leader's place employees who do not match their educational background. The consequences of this problem that there are employees who get tasks and responsibilities that do not match their interpersonal skills and mastery of knowledge in their fields, leaders place employees who do not match their educational background, employees are unable to complete the amount of work according to the target that has been set, and employees do not complete the work independently. Improving technology and innovation and system improvements within the organization have a good impact on the organization but also causes problems for employees to have difficulty with changes in systems that use technology. Based on the results of the study, researchers suggest that leaders should pay more attention to giving tasks and responsibilities to employees who have interpersonal skills and mastery of knowledge in their fields. Leaders should place employees based on education by mapping to ensure that it is in accordance with the employee's educational background, increasing knowledge through training, and based on employee work experience by rotating if there are employees who still have minimal experience. If these improvements are made, it is hoped that leaders can improve employee performance so that employees are able to complete the amount of work according to the targets that have been set and work according to interpersonal skills and educational background.

Based on the researcher's findings regarding the indicator of the work environment conditions in the statement that employees maintain office cleanliness, 47.7% of respondents answered disagree and strongly disagree, meaning that employees do not maintain office cleanliness. This is because the uncomfortable and uncondusive work environment is due to employees not maintaining office cleanliness. In the work facilities indicator on the statement that computer facilities in each work unit are in good condition, 39.5% of respondents answered disagree and strongly disagree, meaning that there are computer facilities in each work unit in poor condition or damaged and cannot be used for work. This is because office facilities in each work unit are in a damaged condition and cannot be used, so it is essential to maintain and repair office facilities. In the work performance indicator on the statement that the Agency appreciates all the performance results of BKPSDM Palembang City employees who are dedicated to achieving agency goals, 43.1% of respondents answered disagree and strongly disagree, meaning that employees think that the Agency does not appreciate all the performance results of BKPSDM Palembang City employees. This is because there is no support for career development. In the indicator of the need for appreciation for the statement, every job that employees do gets an award from the company. The results of this study are in accordance with [Kasmir \(2019\)](#) theory of the factors that influence employee performance, one of which is Work Motivation. This is different from the results of the study conducted by [Aolia and Nurhidayanti \(2024\)](#) entitled The Influence of Motivation, Work Discipline and Work Environment on the Performance of Employees of the Regional Development Planning Agency of Rembang

Regency. From the results of this study, it was found that motivation did not have a significant effect on employee performance. This difference is because it is based on several aspects, namely, differences in the indicators used; the sample used was 96 people. The sampling technique used the proportionate stratified random sampling method. The results of the respondents' answers show that motivation has a significant effect on employee performance. It can be seen in the distribution of answers to respondents that there are the following problems: a. There are still employees who do not maintain office cleanliness; b. Computer facilities in each work unit include broken computers that cannot be used for work, lack of scanners, and photocopiers; c. Some employees still think that the Agency has not appreciated all the performance results of employees who are dedicated to achieving agency goals. The result of this problem is that there are employees who are unable to maintain office cleanliness, so the office environment becomes unclean, which makes employees feel uncomfortable with the conditions. Office facilities such as broken computers and computers that are not connected to the internet network system are obstacles in completing employee tasks. The lack of scanners in the secretariat field hampered work in the correspondence field, and a photocopier is required in each field so that employees do not need to leave the office to copy important documents. Based on the results of the study, researchers suggest that agencies should pay more attention to good working conditions; a comfortable, safe, and clean working environment can make employees feel comfortable while working, which is needed by employees. Comfortable working conditions, where employees establish harmonious relationships with fellow employees so that there are no disputes, making working conditions conducive. In addition, it is necessary to maintain and repair office facilities quickly, such as repairing damaged computers and adding facilities. The importance of giving awards for employee performance and work achievements. When an employee is given an award, they tend to have a higher level of concentration, produce better performance, and achieve goals more effectively, strengthening their attachment to work. Furthermore, work motivation can strengthen employee attachment to their work. When people feel motivated, they tend to be more enthusiastic and have greater self-confidence in their work, which can improve the quality of their performance and increase productivity. When people feel motivated, they tend to be more focused and work more effectively. Thus, motivation can improve employee performance and their ability to achieve predetermined goals.

These results explain that the good or bad work culture possessed by employees will determine the good or bad performance of the employees produced. Based on the researcher's findings regarding the statement on the tolerance indicator, employees tolerate each other regarding differences of opinion; 16.3% of respondents answered disagree and strongly disagree, meaning that employees do not accept each other regarding differences of opinion. This is due to the lack of tolerance among fellow employees. In the indicator of management support for statements of employee attitudes and values in working according to the agency's expectations, 29.1% of respondents answered disagree and strongly disagree, meaning that employee attitudes and values in working do not meet the agency's expectations. This is due to the lack of leadership support for employees, so employee errors in data input are still common. In the indicator of employee communication patterns, establishing good communication relationships that are not limited by the hierarchy of authority, 34.7% of respondents answered disagree and strongly disagree, meaning that employees establish poor communication relationships and are limited by the hierarchy of authority. This is because inharmonious communication between fellow employees and superiors is limited by a hierarchy of authority, resulting in a less harmonious relationship. In addition, there is a difference in the sample used, namely 71, and this study used a sample of 86 employees. The analysis technique used is path analysis, while

multiple linear regression analysis was used in this study. The reason the work culture variable has no significant effect on performance is that there are elements in the indicator other than those asked by the researcher that may affect performance and have a more substantial impact, meaning that in this case, the researcher conducted the study only taking three indicators that were close to the goal in asking questions to respondents. After all, according to the researcher, these indicators are the indicators that best represent or are in accordance with the phenomena and facts when making observations. However, the researcher's results from the questionnaire that had been distributed and processed stated that the work culture variable had no significant effect on performance, so it is likely that the indicators used also had a less significant impact. The study's results explain that work culture influences and improves employee performance but is not substantial. The researcher suggests paying attention to work culture, especially regarding attention to employees in the details of work, by conducting training and education so that employees work according to their expertise and field. In addition, in the orientation of results, it is necessary to perform periodic evaluations, set clear goals, and provide awards to employees who work hard and achieve so that employees are motivated to improve their work results; the orientation of the team, the agency should be able to build effective communication or develop collaboration where employees will be able to work according to the agency's expectations, employees will meet the quantity of work, and employees can work independently or as a team in completing work.

5. Conclusion

It can be concluded that there is a significant influence of leadership, motivation, and organizational culture on the performance of employees of the Human Resources Development and Personnel Agency (BKPSDM) in Palembang. Regarding employee performance, the Human Resources Development and Personnel Agency (BKPSDM) in Palembang pays more attention to and improves its leadership role, increases motivation, and pays attention to organizational culture because these three factors have a significant effect on employee performance. Regarding leadership, the Human Resources Development and Personnel Agency (BKPSDM) in Palembang is advised to pay more attention to and improve the understanding and delivery methods of leaders so as not to cause misunderstandings (miscommunication), improve harmonious relationships between employees and their co-workers. Regarding employee motivation, the Human Resources Development and Personnel Agency (BKPSDM) in Palembang is advised to pay more attention to and improve training programs through responsible activities including education, training, career planning, and promotion. So that employees are motivated to improve their work results, and awards for each employee's work achievement need to be increased because this will provide satisfaction for employees and will encourage employees to work better. Related to Organizational Culture, the Human Resources Development and Personnel Agency (BKPSDM) in Palembang city pays more attention to the details of the organizational culture in the company by providing support to employees to work more diligently, building effective communication with building activities or developing collaboration. Fostering employee awareness to be more sincere in working, and training employees to always be patient in carrying out their work because work is a responsibility that must always be faced. As well as making job details by conducting training and education so that employees work according to SOP, in addition to the orientation on results, it is necessary to conduct periodic evaluations, set clear goals and give awards to employees.

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