

## The Effect of Leadership Style, Organizational Climate, Work Motivation and Organizational Culture on Performance of Sungai Penuh City Inspectorate Employees

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**ABSTRACT :** This study aims to see the effect of (1)Leadership Style on the performance of the Sungai Penuh City Inspectorate employees. (2)Organizational climate on the performance of the City Inspectorate of Sungai Penuh employees.(3)Motivation on the performance of the Sungai Penuh City Inspectorate employees. (4)Organizational Culture on the performance of the Kota Sungai Penuh Inspectorate employees (5)Organizational climate leadership style, work motivation and organizational culture have a joint effect on the performance of the Sungai Penuh City Inspectorate employees. The population in this study is allRiver City Inspectorate employees as many as 45 people. And the technique of determining the number of samples taken as respondents with this technique in sampling uses the total sampling technique (whole sample). Total sampling is a sampling technique where the number of samples is the same as the population (Sugiyono, 2017). The reason for taking total sampling is because according to (Sugiyono, 2017) the total population of which is less than 100 the entire population is used as a research sample. The results of this study show that (1)Leadership styleprovide a positive influence on the performance of the employees of the Sungai Penuh City Inspectorate. (2)Organizational climateprovide a positive influence on the performance of the employees of the Sungai Penuh City Inspectorate. (3)Work motivationprovide a positive influence on the performance of the employees of the Sungai Penuh City Inspectorate. (4)Organizational culturegive a positive influence on the performance of the employees of the City of Sungai Penuh Inspectorate (5)Leadership style, organizational climate, work motivation, and organizational culture together have a positive effect on the performance of the employees of the Sungai Penuh City Inspectorate

**KEYWORDS** –*Employee Performance; Leadership Style; Organizational Climate; Work Motivation; Organizational Culture*

### I. INTRODUCTION

Employees and agencies are two things that cannot be separated, employees play a major role in carrying out agency activities. To make progress and achieve the goals that have been set, an agency needs to mobilize and monitor its employees so that they can develop their capabilities. Human resources are one of the factors that are directly involved in carrying out agency activities and play an important role in increasing agency productivity in achieving the goals that have been set (Sutrisno, 2017). Employees who work in an agency should be treated as well as possible so that employees have good performance and the goals of the agency can be achieved. Managers or agency leaders must know the abilities of employees and the needs needed to support work. So that employee performance is good and work can be completed effectively and efficiently.

Employee performance is one of the main factors that can affect the progress of the agency. The higher or the better the employee's performance, the agency's goals will be more easily achieved, and vice versa if the employee's performance is low or not good, the goal will be difficult to achieve and the results received will not be in accordance with the wishes of the agency. Performance is something that cannot be separated from the institution. Support from the agency in the form of direction from a leader, motivation given as employee encouragement, rules applied, a comfortable working atmosphere and support for resources such as providing adequate equipment as a means to facilitate the achievement of the goals to be achieved is very necessary for employee performance.

The Sungai Penuh City Inspectorate is a Regional Apparatus Organization in Sungai Penuh City. The Inspectorate has the main task of assisting the Mayor in supervising the implementation of government affairs in the regions, the implementation of guidance on the implementation of regional government and the implementation of regional government affairs.

The phenomenon of performance problems also occurs in this agency of the Sungai Penuh City

Inspectorate. This phenomenon of performance problems can be seen from the initial survey conducted to 20 initial respondents. From the 6 questions given to the 20 respondents, it turned out that many employees did not agree or did not do what was asked. Like question 1 which says "My work results satisfy the leadership", 55 percent of respondents said they did not agree with the question. This means that as many as 55 percent of the employees of the Sungai Penuh City Inspectorate whose work results do not satisfy the leadership.

**Table 1.1**  
**Initial Survey Regarding Employee Performance Problems**  
**Sungai penuh City Inspectorate**

No	Question	Agree	Don't agree
		(%)	(%)
1	The results of my work satisfy the leadership	45	55
2	I have the initiative to do work without waiting for co-workers to ask for help	30	70
3	I did the job the result is better than last time	35	65
4	The quantity of my work exceeds what the organization expects	40	60
5	I complete the work according to the allotted time	25	75
6	I finish work on time	40	60

Source: Sungai penuh City Inspectorate

Likewise with the last question or the 6th, it shows that 60% of the employees of the Sungai Penuh City Inspectorate do not complete the work on time. This phenomenon clearly shows that there are problems related to the performance of the Sungai Penuh City Inspectorate employees, many of whom express disagreement with the questions above. The occurrence of this phenomenon or problem is suspected by the causative factors. The factors that are thought to cause this are leadership style, organizational climate, work motivation and organizational culture.

In advancing an organization that focuses on improving employee performance, a leader figure is needed who has an influence on those he leads, where a leader must have authority over employees, so that in carrying out their duties, employees voluntarily want to be directed to goals that are in accordance with the vision and mission of the organization.

Leadership style is a way used by a leader in influencing the behavior of others. Leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others. Each of these styles has advantages and disadvantages. A leader will use a leadership style according to his abilities and personality (Sukarno, 2002:91).

The success of the leader in carrying out the goals and functions of this agency needs to realize effective performance depending on the style in his leadership. Effective job performance can only be achieved by matching the leader to the situation or by changing the situation to match the leader. Effective leadership depends on a number of specific factors. There is no effective leadership for all situations or circumstances. Situations or circumstances that affect leadership for example the state of followers, group assignments, organizational culture, organizational norms and organizational environment. These factors determine the leadership style that the leader must use in order for his leadership to be effective.

The leader can increase the effectiveness of his leadership by changing the situation to suit his leadership. There are 3 situational factors that influence leadership effectiveness: (a) the quality of the leader-subordinate relationship, (b) the leader's positional power and (c) the degree of task structure. If these three factors exist in the leadership of a leader, his leadership will be effective. Leadership is not considered good or bad but is said to be effective in other situations (Fiedler, in Wirawan 2002).

Organizational climate has an important role in improving employee performance. Organizational climate results in the emergence of environmental patterns that raise motivation and focus on reasonable perceptions and have an impact on employee performance. This is reinforced by Stinger (Simamora, 2016) who defines organizational climate as a collection and environmental pattern that determines the emergence of motivation and focuses on perceptions that are reasonable or can be assessed, so that it has a direct influence on the motivation of organizational members.

The results of Ribka's research (2013) show that organizational climate has an influence on employee performance at KSP Nasari Bandung branch. Organizational climate and job satisfaction have an important role. One of the efforts to increase job satisfaction is to create a favorable organizational climate. This is reinforced by Kusmaningtyas (2013) in his research showing that organizational climate has a significant effect on job

satisfaction of PT. Persada Jaya Indonesia in Sidoarjo Regency affects this climate by shaping employee expectations about the consequences that will arise from actions.

Organizational culture is also very important in improving employee performance. Organizational culture is formed through the interaction between employee behavior which is influenced by the values, beliefs, and attitudes inherent in individuals combined with the desired ideal organizational culture. Discussing organizational culture itself is essential for an organization, because it will always relate to the life that exists within the company. Organizational culture is a philosophy, ideology, values, assumptions, beliefs, expectations, attitudes and norms that are shared and binding in a particular community. Specifically, organizational culture will be determined by the conditions of team work, leaders, and the characteristics of the organization as well as the applicable administration process. Why is organizational culture important,

According to Potu (2017) organizational culture has two functions, namely the function of internal integration and external adaptation. Internally, organizational culture is an organizational character that enables organizational members to identify themselves with the organization. The more organizational identity is shared by most members of the organization, the firmer the identity of the organization, the more members of the organization want to identify themselves with the organization concerned and the more visible the differences between one organization and another. While the function of external adaptation of organizational culture is to enable the organization to adapt to the external environment. Although organizational identity is built and understood internally by people within the organization,

Apart from that, leadership style, organizational climate and organizational culture are one of the factors thought to influence employee performance is motivation. Saleh, (2011), examined the effect of motivation on performance on civil servants in Malaysia (The Effect of Motivation on Job Performance at State Government Employess in Malaysia). In this study, the independent variable used is work motivation and the dependent variable is the performance of civil servants. The results in this study are that there is a low influence between achievement motivation ( $r = 0.016$ ), and motivational strength ( $r = 0.165$ ) on performance; while the motivation to cooperate has a result of  $r = 188$  so it can be concluded that this variable has a significant influence on performance. Thus, it can be concluded that cooperative employees are very interested in the feelings and opinions of their work partners or subordinates so that they will feel accepted by each other, the purpose of this collaboration is to improve performance. Iskandar (2002), examines work ethic, motivation and innovative attitude towards farmer productivity. In this study, there are three independent variables, namely work ethic, motivation and innovative attitude and one dependent variable, namely farmer productivity. The results of the study show that there is a positive correlation; 1) work ethic and farmer productivity, 2) success motivation and farmer productivity, 3) innovative attitude and farmer productivity, together, on the positive influence between work ethic, success motivation and innovative attitude, with farmer productivity.

**From the various backgrounds that have been stated above, it is necessary to re-do research on "The Influence of Leadership Style, Organizational Climate, Work Motivation, and Organizational Culture on the Performance of the City Inspectorate of Sungai Penuh".**

#### **Research methods**

The population and sample in a study have a central and decisive role (Santoso 2015). The population is the whole of the object of study that provides an accurate picture of the research. According to Hamid (2015) population is the total number of objects or subjects that are used as data sources in a study that have the same nature or characteristics. Thus, the population in this study were all 45 employees of the Sungai Penuh City Inspectorate.

The technique in taking this sample uses a total sampling technique (whole sample), total sampling is a sampling technique where the number of samples is the same as the population (Sugiyono, 2017). The reason for taking total sampling is because according to (Sugiyono, 2017) the number of population that is less than 100-200 the entire population is used as a research sample.

## **II. LITERATURE REVIEW**

### **Performance**

(Mangkunegara, 2016) suggests that the term performance comes from the word job performance or actual performance, namely the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Meanwhile (Hasibuan, 2017) suggests that performance (work achievement) is a work result achieved by a person in carrying out the tasks assigned to him based on skills, experience and sincerity and time. According to (Rivai, 2015) performance is a real behavior that is displayed by everyone as work performance produced by employees in accordance with their role in the agency. Robbins (2015), states that: There are six indicators to measure the performance of individual employees, namely: quality, quantity, punctuality, effectiveness, independence, work commitment.

### **Leadership**

Leadership according to (Amirullah, 2015) is a person who has the authority to give assignments, has the ability to persuade or influence others through good relationship patterns in order to achieve predetermined goals. According to Griffin (2000) the notion of leadership is divided into 2 concepts, namely as a process and as an attribute. As a process, leaders are focused on what their leaders do, namely the process by which leaders use their influence to clarify the organization. Amirullah, (2015) states that there are three indicators of leadership, decision making, leader behavior, and leadership orientation.

### Organizational Climate

Wirawan (2017) defines organizational climate as a relatively ongoing quality of the organization's internal environment, experienced by members of the organization, influencing their behavior and can be described in terms of a set of characteristics or characteristics of the organization. Meanwhile, according to Wirawan (2017) organizational climate is the perception of organizational members (individually or in groups) and those who are in constant contact with the organization about what is or is happening in the organization's internal environment on a regular basis, which affects organizational attitudes and behavior and the performance of organizational members who then determine organizational performance. In Patterson, et al., (2005) organizational climate has 4 dimensions and the indicator elements in it, namely: human relations, internal processes, open systems, rational goals.

### Motivation

Motivation is a driving force or driving a person to behave in a certain way that can arise from within or outside the individual. Motivation from the Latin word *movere* means encouragement, desire, cause, or reason for someone to do something. (Robbins, 2015), argues that motivation is a process that explains the intensity, direction, and persistence of an individual to achieve his goals. According to (Robbins, 2015) someone who has high motivation can be seen by the indicators are physical needs, security needs, social needs, esteem needs, self-actualization needs.

## III. RESEARCH METHODS

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## IV. RESULTS AND DISCUSSION

### Research result

#### Classic assumption test

#### Normality test

This normality test is used by the author to test the normality of the regression model. Tests were carried out using the Kolmogorov-Smirnov test method on each variable. The regression model is normally distributed if the value of the Kolmogorov-Smirnov sign for each variable is greater than  $\alpha = 0.05$ . The results of the normality test can be seen in table 2 below:

**Table 4.10**  
**Normality Test Results**

One-Sample Kolmogorov-Smirnov Test						
		Performance	Leadership Style	Organizational Climate	Work motivation	Organizational culture
N		45	45	45	45	45
Normal Parameters	mean	48.5556	25.8472	35.7361	42.3194	42.0556
	Std. Deviation	6.33988	4.29431	4.74117	4.86385	4.18208
Most Extreme Differences	Absolute	.153	.167	.184	.153	.145
	Positive	.092	.167	.184	.085	.088
	negative	-.153	-.164	-.157	-.153	-.145
Kolmogorov-Smirnov Z		1.299	1.415	1.563	1.297	1.229
asympt. Sig. (2-tailed)		.068	.136	.215	.469	.097

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Kolmogorov-Smirnov Z		1,299	1.415	1.563	1.297	1,229
asympt. Sig. (2-tailed)		.068	.136	.215	.469	.097
a. Test distribution is Normal.						

Source:SPSS output results, 2022.

From Table 2 above which is a normality test, it can be seen that in the regression model, the confounding or residual variables have a normal distribution. It can be seen from the results of the sig value of the performance variable (Y) is  $0.068 > 0.05$ , the leadership style variable (X1) is  $0.136 > 0.05$ ; organizational climate variable (X2) is  $0.215 > 0.05$ ; motivation variable (X3) is  $0.469 > 0.05$ ; organizational culture variable (X4) is  $0.097 > 0.05$ . So it can be concluded that the variables of performance, leadership style, organizational climate, motivation and organizational culture of the employees of the Sungai Penuh City Inspectorate are normally distributed.

#### Multicollinearity Test

Multicollinearity test is useful for testing whether there is a correlation between the independent variables in the regression model. A good regression model should not have a correlation between the independent variables if the independent variables are correlated then these variables are not orthogonal. Orthogonal variables are independent variables whose correlation value between independent variables = 0 (Ghozali, 2011). Multicollinearity can be seen from tolerance and Variance Inflation Factor (VIF). The way to find out whether there is a deviation from the multicollinearity test is to look at the Tolerance and VIF values of each independent variable, if the Tolerance value  $> 0.10$  and the VIF value  $< 10$  then the data is free from multicollinearity symptoms can be seen in table 3 below:

Table 3: Multicollinearity Test Results

Coefficients <sup>a</sup>			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Leadership Style	.944	1.060
	Organizational Climate	.950	1.052
	Work motivation	.919	1.089
	Organizational culture	.950	1.053

a. Dependent Variable: Y

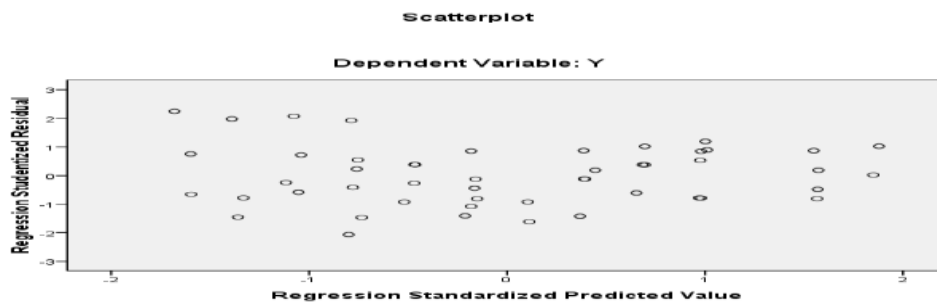
Source:SPSS output results, 2022

Based on the multicollinearity test in the table above, it can be seen that there is no relationship between the independent variables. So this research model is free from multicollinearity problems.

#### Heteroscedasticity Test

The heteroscedasticity test aims to test whether in a regression model there is an inequality of variance from the residuals from one observation to another. If the variance of the residual from one observation to another observation is constant, it is called homoscedasticity and if it is different it is called heteroscedasticity. Detecting the presence of heteroscedasticity in this study used the Plott Graph test (Scatter Plot). This test, if there is no clear pattern, such as points spread above and below the number 0 (zero) on the Y axis, then there is no heteroscedasticity. The test results can be seen in Figure 1.

Figure 1 Heteroscedasticity Test Results



In Figure above, it can be seen that there is no clear pattern and the points are spread above and below the number 0 on the Y axis. This shows that the data in this study did not have heteroscedasticity problems.

Research Hypothesis Test

Multiple Linear Regression Analysis

In testing the hypothesis of this study, multiple linear regression was used, which aims to determine how much influence several independent variables have on the dependent variable. Multiple regression analysis was performed by comparing  $t_{count}$  with table and sig value with  $\alpha = 0.05$ . In detail the results of multiple regression testing can be seen in Table 4

Table 4  
Recap of Multiple Linear Regression Analysis Test Results

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	29,213	10.147		2.879	.005
	X1	.575	.184	.119	3.121	.002
	X2	.644	.141	.482	4,560	.000
	X3	.302	.110	.078	2,728	.004
	X4	.482	.137	.054	3.514	.001
a. Dependent Variable: Y						

Source: Primary Data, Processed with IBM SPSS 24.0 2022. Appendix 7.

From table 4 above, the form of the regression equation model for the influence of leadership style, organizational climate, work motivation and organizational culture on employee performance at the Sungai Penuh City Inspectorate is as follows:

$$Y = 29,213 + 0.575(X1) + 0.644(X2) + 0.302(X3) + 0.482(X4)$$

Explanation of the above equation:

- = 29,213; it means without the influence of leadership style, organizational climate, work motivation, and organizational culture, employee performance is already 29,213 per unit.
- b1 = 0.575; means that there is a positive influence between the variables of leadership style (X<sub>1</sub>) on employee performance (Y). This shows that the higher (good) or increasing leadership style, it will improve employee performance. The regression coefficient value of leadership style is 0.575, meaning that for every one-unit increase in leadership style, the employee's performance increases by 0.575 one-unit.
- b2 = 0.644; means that there is a positive influence between the variables organizational climate (X<sub>2</sub>) on employee performance (Y). This shows that the higher the organizational climate, the higher the employee's performance. The organizational climate regression coefficient value is 0.644, meaning that for every one-unit increase in organizational climate, employee performance increases by 0.644 one-unit.
- b3 = 0.302; means that there is a positive influence between the variables work motivation (X<sub>3</sub>) on the performance of ASN (Y). This shows that the increase or increase in work motivation, it will improve employee performance. The value of the work motivation regression coefficient is 0.302, meaning that for every one-unit increase in work motivation, the employee's performance increases by 0.302 one-unit.

$b_4 = 0.482$ ; means that there is a positive influence between cultural variables

organization(X4) on employee performance (Y). This shows that the higher the organizational culture, the higher the employee's performance. The value of the organizational culture regression coefficient is 0.482, meaning that for every one-unit increase in organizational culture, the employee's performance increases by 0.482 one-unit.

#### Statistical test t test and F . test (t test)

The t test (partial) is intended to determine the effect of partially (individual)organizational climate leadership style, work motivation and organizational culture have a joint effect on the performance of the city inspectorate of Sungai Penuh. From table 5, it can also be done partially test (t test) each causal variable (independent) on the effect variable (bound) as follows:

#### Hypothesis Testing 1

The first hypothesis is proposed, that leadership style partially has a positive effect onemployee performance. Based on the results of the analysis of the t test, it is known that the significance level of the leadership style variable is  $0,002 <$  of the significance value (0.05). Thus Ho is rejected and Ha is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between leadership style on the performance of the Sungai Penuh City Inspectorate employees.

#### Hypothesis Testing 2

The second hypothesis proposed is that organizational climate partially has a positive effect onemployee performance. Based on the results of the analysis of the t test, it is known that the significance level of the organizational climate variable is  $0,000 <$  of the significance value (0.05). Thus Ho is rejected and Ha is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive influence between the organizational climate on the performance of the employees of the Sungai Penuh City Inspectorate.

#### Hypothesis Testing 3

The third hypothesis proposed is that work motivation partially has a positive effect onperformance. Based on the results of the analysis of the t test, it is known that the significance level of the work motivation variable is  $0,004 <$  of the significance value (0.05). Thus Ho is rejected and Ha is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between work motivation on the performance of the Sungai Penuh City Inspectorate employees.

#### Hypothesis Testing 4

The third hypothesis proposed is that organizational culture partially has a positive effect on performance. Based on the results of the analysis of the t test, it is known that the significance level of the organizational culture variable is  $0,001 <$  dai significance value (0.05). Thus Ho is rejected and Ha is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between organizational culture on the performance of the Sungai Penuh City Inspectorate employees.

#### F test (simultaneous)

#### Hypothesis Testing 5

The F test (feasibility of the model) is intended to determine the effect of the independent variables simultaneously (together) on the dependent variable. The fifth hypothesis proposed is that leadership style, organizational climate, motivation and organizational culture together have a positive effect on employee performance. Based on the results of the analysis of the F test, it is known that the significance level of the variables of leadership style, organizational climate, work motivation and organizational culture is  $0.000 <$ 0.05. Thus Ho is rejected and Ha is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a jointly significant influence between leadership style, organizational climate, work motivation and organizational culture on the performance of the Sungai Penuh City Inspectorate employees.

**Table 5:F . Test Results**

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	826,032	4	206,508	6,823	.000a
	Residual	2027,746	40	30,265		
	Total	2853,778	44			
a. Predictors: (Constant), X4, X3, X2, X1						
b. Dependent Variable: Y						

Source: SPSS Output Results (year 2022)

**Coefficient of Determination (Adjusted R Square)**

The Coefficient of Determination aims to see or measure how far the model's ability to explain the variation of the independent variable, where the value of *R square* used for research with 2 variables and the value of Adjusted R Square is used for research with more than 3 variables. The value of the coefficient of determination in this study was taken from the value of Adjusted R Square which can be seen in table 6.

**Table 4.16**  
R Square result  
**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.738a	.545	.447	5.50135

**Source:** Primary Data, Processed with IBM SPSS 24.0 2019. Appendix 7.

Based on the results of the regression estimation calculation, the adjusted coefficient of determination or R Square is 0.545, meaning that 54.5% variation of all independent variables (leadership style, organizational climate, work motivation and organizational culture) can explain the dependent variable (employee performance), while the remaining 46.5% is explained by other variables not examined in this study.

**Discussion**

The discussion of research results is intended to explain and interpret the research results

**Influence Leadership Style on the Performance of Sungai Penuh City Inspectorate Employees**

The results of this study indicate that the leadership style has a significant influence on the performance of the employees of the Sungai Penuh City Inspectorate. This indicates that the leadership style determines the performance of the Sungai Penuh City Inspectorate employees. This means that the better the leadership style of a leader, it will improve employee performance. Because the leader is the leader of an agency that determines the progress of the agency, the leader who leads well is prioritized.

From the results of this study, it can be seen that the leadership style variable has a coefficient of 0.575 which means that leadership style has a great influence. This indicates that leadership style can play a role in improving employee performance. If the Sungai Penuh City Inspectorate wants to improve employee performance, it must improve and create a good leadership style for each leader.

This is in line with the opinion of Wirawan, (2017), that the most widely discussed leadership theories and leadership research are theories about leadership styles. Leadership style is very important because leadership style reflects what the leader does in influencing his followers to realize his mission

The results of this study are in line with research Abdul Razak (2018) which shows that leadership style has a positive and significant effect on employee performance. Noppy (2015) the results of his research also show that leadership style has a significant effect on employee performance.

**Influence Organizational Climate on Employee Performance of the Sungai Penuh City Inspectorate.**

The results of this study indicate that the organizational climate has a significant positive effect on the performance of the employees of the Sungai Penuh City Inspectorate. This indicates that the organizational climate of employees determines the performance of the employees of the Sungai Penuh City Inspectorate. This means that the better the organizational climate of the agency, the better the performance of employees.

From the results of this study, it can be seen that the organizational climate variable has a coefficient of 0.644 which means that the work organization climate has the greatest influence from other variables. This indicates that a good organizational climate can play a role in improving employee performance. If the Sungai Penuh City Inspectorate wants to improve employee performance, it must improve the organizational climate of existing employees in the agency.

This is in line with the opinion of Patterson, et al., (2005) which states that organizational climate is more about employee behavior oriented to a climate for creativity, innovation, safety, or service, which can be found in the workplace. This climate represents employees' perceptions of the organization's policies, practices and procedures, patterns of interaction and subsequent behavior that can support creativity, innovation, safety, or service in the organization.

The results of this study are in line with Kiki's (2015) research which shows that organizational climate affects employee performance. Cristine (2016) research results also show that organizational climate has a significant effect on employee performance.

**Influence Work Motivation on Employee Performance of the Sungai Penuh City Inspectorate.**

The results of this study indicate that work motivation has a significant influence on the performance of the employees of the Sungai Penuh City Inspectorate. This indicates that work motivation determines the



performance of the Sungai Penuh City Inspectorate employees. This means that the higher the work motivation of an agency's employees, the higher the employee's performance.

From the results of this study, it can be seen that the work motivation variable has a coefficient of 0.302 which means that work motivation has a big influence. This indicates that work motivation can play a role in improving employee performance. If the Sungai Penuh City Inspectorate wants to improve employee performance, it must increase work motivation for employees at the agency.

The results of this study are in line with Sorjususen's (2015) research which shows that there is a significant positive effect between work motivation on employee performance.

### **Influence of Organizational Culture on the Performance of the Sungai Penuh City Inspectorate Employees.**

The results of this study indicate that organizational culture has a significant influence on the performance of the employees of the Sungai Penuh City Inspectorate. This indicates that the organizational culture determines the performance of the employees of the Sungai Penuh City Inspectorate. This means that the better the organizational culture of an agency, the better the performance of employees.

From the results of this study, it can be seen that the work motivation variable has a coefficient of 0.482 which means that organizational culture has a big influence. This indicates that organizational culture can play a role in improving employee performance. If the Sungai Penuh City Inspectorate wants to improve employee performance, it must create a good organizational culture in the agency.

The results of this study are in line with Noppy's research (2015) which shows that there is a significant positive influence between organizational culture on employee performance.

### **The Influence of Leadership Style, Organizational Climate, Work Motivation and Organizational Culture on the performance of the Sungai Penuh City Inspectorate Employees.**

The results of this study indicate that the leadership style, organizational climate, motivation and organizational culture together have a significant influence on the performance of the Sungai Penuh City Inspectorate employees. This indicates that the leadership style, organizational climate, motivation and organizational culture determine the performance of the Sungai Penuh City Inspectorate employees. This means that leadership style, organizational climate, motivation and organizational culture will improve employee performance.

This is in line with research by Noppy (2015), Sorjususen (2015), Abdul Raazak (2018), which shows that there is a positive and significant influence between organizational climate, work motivation and organizational culture on employee performance.

## **V. CONCLUSION**

### **Conclusion**

Based on the results of testing and discussing the hypotheses described in the previous chapter, some conclusions can be drawn as follows:

1. The leadership style has a positive influence on the performance of the Sungai Penuh City Inspectorate employees. This means that if the leadership style in the agency is good, it is able to provide encouragement to employees in improving their performance.
2. The organizational climate has a positive influence on the performance of the Sungai Penuh City Inspectorate employees. This means that if a good organizational climate is able to provide morale to employees in carrying out their work. The better the organizational climate of an employee in an agency, the better his performance in carrying out his work in the agency.
3. Work motivation has a positive influence on the performance of the Sungai Penuh City Inspectorate employees. This means that if the employee's work motivation is high towards the agency, it will make the employee enthusiastic and able to do a good job. This good work motivation will encourage high performance.
4. Organizational culture has a positive influence on the performance of the employees of the Sungai Penuh City Inspectorate. This means that if the organizational culture in the agency is good, it will make employees enthusiastic and able to carry out their work well. A good organizational culture will encourage high performance.
5. Leadership style, organizational climate, work motivation and organizational culture together have a positive effect on the performance of the Sungai Penuh City Inspectorate employees. With the F ANOVA test number of 0.000, employee performance is influenced by the independent variables of leadership style, organizational climate, work motivation, and organizational culture.

### Suggestion

Based on the results of the discussion analysis and some conclusions in this study, the suggestions that can be given through the results of this study in order to get better results, namely:

1. For agency management, it is expected to improve leadership style, organizational climate, work motivation and good and good organizational culture in the agency. Because to achieve better productivity and achievement of agency goals, leadership style, organizational climate, work motivation and organizational culture are needed. leadership style, organizational climate, work motivation and organizational culture are given in a balanced way, the performance of employees also increases.
2. Future researchers are expected to be able to examine other variables outside of this variable in order to obtain more varied results that can describe what things can affect performance and it is recommended to expand the scope of research on the influence of leadership style, organizational climate, motivation and culture. organization on employee performance used in this study.

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