



The Effect of Organizational Culture and Leadership on Employee Performance with Work Motivation as an Intervening Variable at PT PLN Pusdiklat Ragunan Jakarta

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Abstract: The main objective of this study is to examine how organizational culture, leadership, and work motivation influence the performance of employees at the Training Center of PLN Ragunan Jakarta. The research population comprised employees of the Training Center at PLN Ragunan Jakarta, with a total sample size of 93 individuals. The data analysis method employed was SEM-PLS. The findings revealed that organizational culture has a positive impact on employees' work motivation, and similarly, leadership also positively affects employees' work motivation. Additionally, both organizational culture and leadership have a positive influence on employee performance. Furthermore, work motivation positively influences employee performance. The study also established that organizational culture indirectly affects employee performance through work motivation, and similarly, leadership indirectly affects employee performance through work motivation.

Keywords: Organizational Culture, Leadership, Work Motivation, Employee Performance

INTRODUCTION

PT PLN (Persero) is a State-Owned Enterprise (BUMN) who managed the provision of electricity for the needs of communities throughout Indonesia by providing sufficient electricity in terms of quantity and quality. Electricity is a very important need for human life, in addition to being a means of lighting it also encourages to improve the quality of life better and encourage the country's economic activities.

The business of electricity supply in Indonesia is still monopolized by PT PLN (Persero) (hereinafter written as PLN). PLN relatively has no competitors in this electricity business, which plays strategic role in electricity in Indonesia. Beside that, PLN is also the sole producer without the nearest substitute goods so it creates the determination as basic electricity tariff with approval from the government. In the course of its business until now, PLN has had several subsidiaries that make the company able to develop better.

The achievement of PLN's operational performance is inseparable from the main duties and functions of PLN employees. Employees are the company's main assets that have an important role in every company activity. Therefore, strategic steps are needed from the management of HR owned by the company to be more competent and productive. A real step to improve the competence and productivity of human resources with PLN is to establish Education and Training Centers (Pusdiklat) spread across several regions in Indonesia. PT PLN (Persero) Pusdiklat Ragunan Jakarta (hereinafter in this study abbreviated as PLN Pusdiklat Ragunan Jakarta) wants to be a knowledge center to anticipate the dynamics of electricity demands and reference knowledge in the field of electricity and actively identify future electricity problems through science.

In order to accomplish best performance by improving HR skills in the PLN business ecosystem, the corporate university was needed. Corporate University is supported by important elements, namely PLN Pusdiklat as the organizer, the Board of Directors as the Learning Council, and the KDIV and Heads Unit as the Learning Steering Committee. These three elements ensure that the learning system at PLN Pusdiklat earns graduates who answer the needs of the company. With Corporate University, learning management at PLN Pusdiklat is also carried out by professionals who are experts in the field of learning (learning technologist). In addition to having experienced academics and practitioners in the field of electricity, Corporate University is supported by the concept of leader as teacher which places the officials of PLN to become lecturers at PLN Pusdiklat. This concept elevates the quality of learners more even superior.

PLN Pusdiklat as part of strategic change of PT PLN (Persero) which has an excellent program in preparing its human resources. The main program offered is the implementation of training, employee competency assessment whose results are not only to improve employee competence but expected to have an impact on improving the performance of business and corporate entities.

PLN Pusdiklat Ragunan Jakarta is required to keep improving the performance of its employees in order to realize the quality of professional human resources so that PLN could be able to serve the electricity needs of the community optimally. However, efforts to improve employee performance are thought to be difficult, because there are many factors which affect it.

In theory, factors which affect the performance of both employee results and work behavior include: (1) work ability, (2) knowledge, (3) work design, (4) personality, (5) work motivation, (6) leadership, (7) organizational culture, (8) work satisfaction, (9) work environment, (10) loyalty, (11) commitment, (12) work discipline, (13) work interest, (14) role clarity, (15) competence and (16) work facilities.

In this research, the author will analyze the perspective of employee performance at PLN Pusdiklat Ragunan by considering the fact that PLN Pusdiklat Ragunan is an important entity in the organization of PT PLN (Persero) in an effort to maintain the sustainability of electricity management in Indonesia.

Based on the background description of the problem, it can be seen that the results of previous research on factors that affect employee performance show inconsistent results. Therefore, the researchers are interested in conducting research on the factors which affect employee performance with the title "The Effect of Organizational Culture and Leadership on Employee Performance with Work Motivation as an Intervening Variable at PT PLN Pusdiklat Ragunan Jakarta".

LITERATURE REVIEW

Organizational Culture

Organizational culture refers to how employees perceive and view the characteristics of a company's culture, regardless of their personal preferences towards it. According to Robbins, organizational culture represents a shared perception among members of an organization, a system that is meant to be collectively understood and accepted, whether individuals personally like it or not (Wibowo, 2017).

Luthans describes organizational culture as a pattern of fundamental assumptions formed, discovered, or developed by specific groups within an organization to cope with internal and external challenges, which have proven effective and valuable. Consequently, these assumptions are instilled in new members as the proper way to approach, think, and emotionally connect with these challenges (Sugiono and Tobing, 2021).

Schein defines organizational culture as a set of common patterns of underlying assumptions that are considered valuable and utilized in problem-solving, integrating internal operations and adapting to external situations within the organization (Sihombing, 2018). Additionally, according to Schein, organizational culture encompasses the philosophy that underpins the organization's policies, rules governing interactions, and the atmosphere or ambiance shaped by the organization's physical arrangements (Wibowo, 2017; Riyanto et al., 2021). Consequently, organizational culture should be continuously imparted to new members as the correct way to comprehend, think, and emotionally approach the various challenges encountered within the organization.

Leadership

Schein proposed that leadership involves the ability to step beyond the existing culture and initiate a process of adaptive evolutionary change (Sihombing, 2018). Terry defined leadership as the act of influencing people to willingly work together in pursuit of common objectives (Sutrisno, 2017).

Leadership can be described as a series of activities aimed at motivating, guiding, and influencing others to achieve desired outcomes (Sutrisno, 2017; Irnawati & Prasetyo, 2020). On the other hand, Yukl explained leadership as the process of influencing others to comprehend and agree on what needs to be done and how tasks can be accomplished effectively. It also involves facilitating individual and collective efforts to achieve shared goals (Sugiono and Tobing, 2021; Prasetyo et al., 2021).

Colquitt defined leadership as the utilization of power and influence to direct followers' actions towards goal achievement. This guidance affects how followers interpret events, manage their work activities, commit to the main objective, foster connections among team members, and access cooperation and support from other work units (Wibowo, 2017).

Work Motivation

Robbins defines motivation as the inner desire and willingness to exert high levels of effort toward achieving organizational goals, driven by the fulfillment of individual needs (Paijan et al., 2018). It is the driving force that underlies a person's behavior (Sutrisno, 2017). Employees engage in various activities, and these activities are influenced by motivational factors, mainly arising from their needs and desires.

According to Robbins and Coulter, motivation is a process that energizes, directs, and sustains a person's efforts toward goal achievement. Energy represents the intensity or impetus behind one's actions, leading to significant effort and hard work (Sugiharjo, Aprilia, and Rahmat, 2018). However, merely working hard does not guarantee increased productivity unless that effort is directed toward organizational benefits and aligned with organizational goals.

Motivation forms the foundation of employees' engagement in any activity or job. The word "motivation" originates from the Latin word "movere," which means drive or impulse. In management, motivation is focused on human resources in general and subordinates in particular. It provides the driving force that fuels a person's enthusiasm for working together effectively and collaboratively, aiming to achieve satisfaction (Hasibuan, 2019). Robbins and Judge explained motivation as a process that involves assessing the intensity, direction, and persistence of an individual's efforts in pursuit of their goals. Work motivation, as defined by Fillmore, is the internal condition that inspires employees to accomplish their work objectives (Mangkunegara, 2017).

Employee Performance

Performance refers to the outcomes of employees' work in terms of both quality and quantity, reflecting their adherence to the job responsibilities assigned by the organization they work for (Indrasari, 2017; Riyanto & Prasetyo, 2021). It encompasses various aspects such as quality, quantity, efficient use of time, and collaboration to achieve the organization's goals (Sutrisno, 2017; Kusnadi et al., 2022). Employee performance can be understood as the results of their work, meeting predetermined standards, including quality, quantity, and timeliness.

Employee performance directly impacts the organization's development and is of utmost importance for its success. Monitoring employee performance regularly is crucial for assessing their productivity and ensuring it aligns with organizational expectations (Hasibuan, Malayu S.P. 2019).

Daft defines employee performance as the employees' ability to achieve personal or organizational goals efficiently and effectively, utilizing available resources (Sihombing, 2018). It is a reflection of a person's competence, experience, sincerity, and punctuality in executing assigned tasks (Hasibuan, 2019; Prasetyo & Ariawan, 2023). Employee performance signifies their achievements in fulfilling their duties and responsibilities, leading to the successful attainment of individual, work-related, and organizational objectives.

The research framework illustrates the flow of ideas and the interconnections among the variables examined in this study, which can be presented as follows:

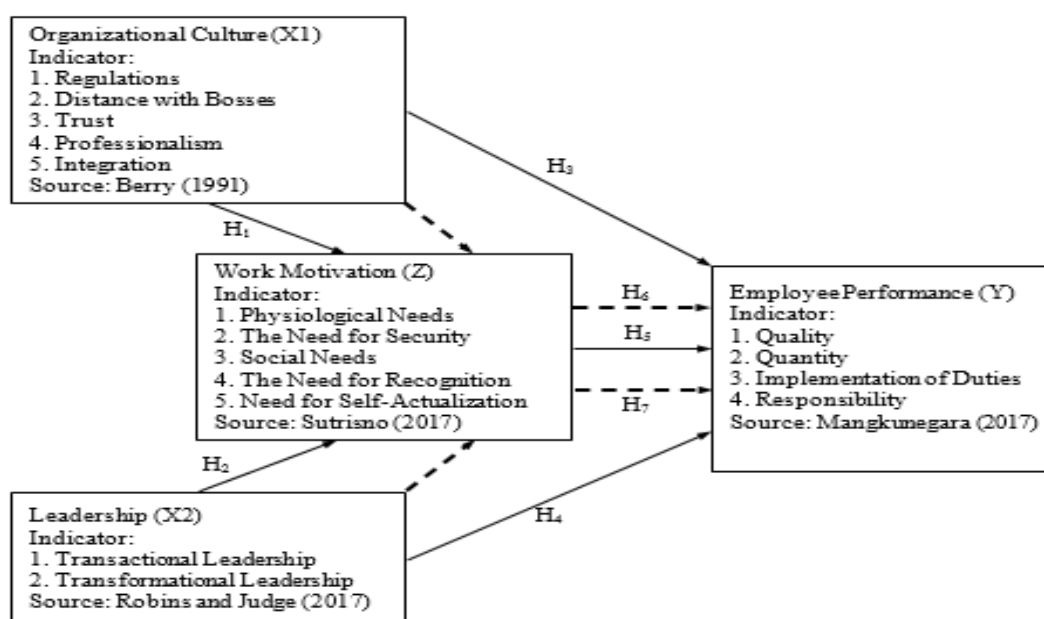


Figure 1. Research Frame of Mind

The study formulates the following hypotheses:

- H1: Organizational culture exerts a positive impact on employee motivation.
- H2: Leadership has a positive influence on employee motivation.
- H3: Organizational culture positively influences employee performance.
- H4: Leadership significantly and positively affects employee performance.
- H5: Work motivation has a positive impact on employee performance.
- H6: Organizational culture enhances employee performance through work motivation.
- H7: Leadership boosts employee performance through work motivation.

RESEARCH METHODS

This study employs a quantitative research method with an explanatory approach. Quantitative research is a method that extensively utilizes numerical data throughout the process, from data collection to interpreting and presenting the results (Arikunto, 2019).

The explanatory research method aims to elucidate the relationships among the variables under study and their potential impact on each other (Sugiyono, 2021). This type of research is designed to test proposed hypotheses, thereby explaining the connections and influences between the independent and dependent variables stated in the hypotheses. Primary data for this research were collected from respondents through survey methods, including observation, distributing questionnaires, and conducting a literature study. Data analysis was carried out using Smart PLS version 3.0, which involved model measurement, structural measurement, and hypothesis testing.

RESULT AND DISCUSSION

The Measurement Model Test (Outer Model)

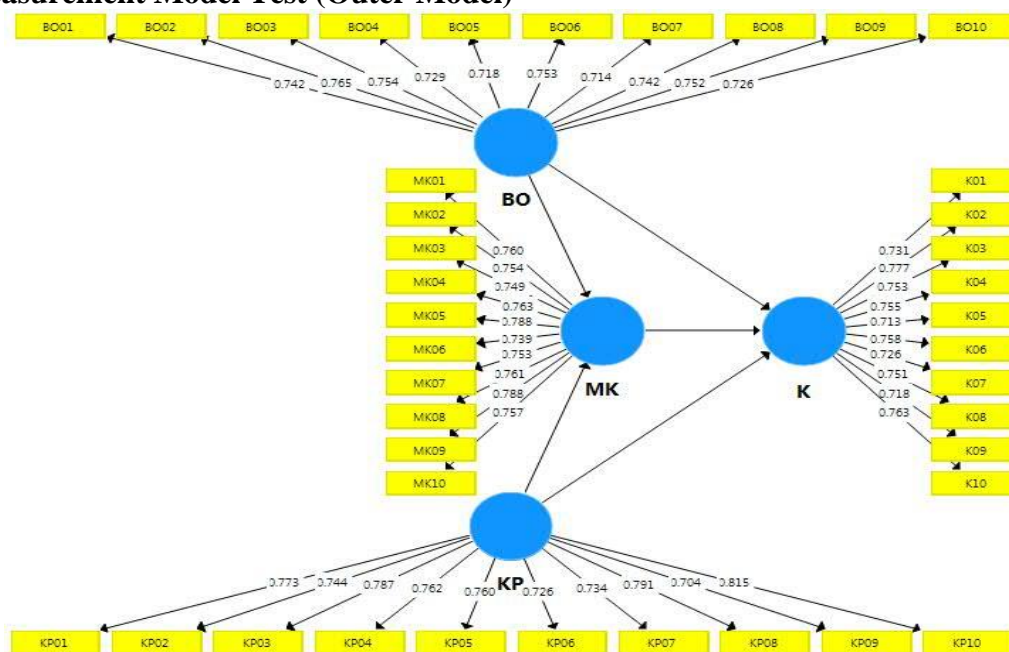


Figure 2. Final Outer Model Test Results

Based on the output image above, loading obtained for each reliable indicator with the value of all indicators above 0.70 so that all indicators are valid.

Table 1. Discriminant Validity Test (Cross Loading) Results

	Organizational Culture	Leadership	Performance	Work Motivation
BO01	0.742	0.583	0.680	0.576
BO02	0.765	0.525	0.514	0.563

BO03	0.754	0.568	0.548	0.545
BO04	0.729	0.510	0.541	0.548
BO05	0.718	0.474	0.485	0.470
BO06	0.753	0.501	0.443	0.557
BO07	0.714	0.485	0.469	0.470
BO08	0.742	0.547	0.571	0.499
BO09	0.752	0.576	0.610	0.585
BO10	0.726	0.543	0.538	0.554
K01	0.549	0.564	0.731	0.488
K02	0.668	0.566	0.777	0.553
K03	0.533	0.532	0.753	0.541
K04	0.525	0.608	0.755	0.601
K05	0.514	0.555	0.713	0.528
K06	0.509	0.515	0.758	0.526
K07	0.575	0.539	0.726	0.544
K08	0.559	0.530	0.751	0.587
K09	0.506	0.476	0.718	0.545
K10	0.536	0.586	0.763	0.585
KP01	0.659	0.773	0.592	0.594
KP02	0.543	0.744	0.592	0.591
KP03	0.645	0.787	0.621	0.582
KP04	0.587	0.762	0.500	0.481
KP05	0.476	0.760	0.509	0.463
KP06	0.458	0.726	0.480	0.444
KP07	0.508	0.734	0.539	0.530
KP08	0.563	0.791	0.584	0.519
KP09	0.452	0.704	0.552	0.517
KP10	0.560	0.815	0.592	0.572
MK01	0.454	0.429	0.463	0.760
MK02	0.534	0.593	0.610	0.754
MK03	0.573	0.512	0.593	0.749
MK04	0.622	0.514	0.631	0.763
MK05	0.663	0.620	0.608	0.788
MK06	0.555	0.552	0.564	0.739
MK07	0.534	0.487	0.517	0.753
MK08	0.510	0.495	0.549	0.761
MK09	0.534	0.547	0.488	0.788
MK10	0.524	0.555	0.560	0.757

In accordance with the table 2, the AVE value and cross loading of each statement instrument on indicators about organizational culture, leadership, work motivation, and performance variables, as for the results of AVE calculations on each variable it can be illustrates as follows:

Table. 2 Average Variant Extracted Value (AVE)

	AVE
Organizational Culture	0.547
Leadership	0.578
Performance	0.555

Work Motivation	0.580
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Instruments from indicators of organizational culture, leadership, work motivation, and performance variables are valid because the AVE value has met the requirements above 0.50.

Table. 3 Composite Reliability & Cronbach’s Alpha

Variable	Cronbach's Alpha	Composite Reliability
Organizational Culture	0.908	0.924
Leadership	0.919	0.932
Performance	0.911	0.926
Work Motivation	0.919	0.932

From Cronbach's Alpha and Composite Reliability, then all variable for Cronbach's Alpha have values above 0.70. As for Composite Reliability have values above 0.70. Thus these results can show that each research variable has met the level of requirements, so it stated that overall variable has high level of reliability.

Structural Model Evaluation (Inner Model)

Table 4. R² Value

Variable	R ²	Prediction Model
Performance	0.670	Strong
Work Motivation	0.595	Strong

The R square value of performance is 0.670 which means that coefficient of determination of the research model to predict performance belongs to the high category. Another interpretation of this finding is that the constructs of organizational culture, leadership, and work motivation which are capable to explain the variability of performance constructs by 67.00%, while the remaining 33.00% can be explained by other constructs which exclude from this research model.

R square value of work motivation is 0.595 which means that coefficient of determination of the research model to predict work motivation is included in the medium category. Another interpretation of these findings is that organizational culture and leadership are able to explain or influence the variability of work motivation constructs by 59.50%, while the remaining 40.50% can be explained by other constructs outside this research.

Table 5. Path Coefficients Value

	Original Sample	T Statistics	P Values
Organizational Culture -> Performance	0.282	2.473	0.014
Organizational Culture -> Work Motivation	0.464	3.652	0.000
Leadership -> Performance	0.311	2.538	0.011
Leadership -> Work Motivation	0.366	2.745	0.006
Work Motivation -> Performance	0.315	2.839	0.005

SmartPLS result of the path coefficient output shows the path coefficient value of the construct or variable can be explain as follows:

- 1) The value of path coefficient of organizational culture variable with performance is 0.282 with statistical t value is 2.473 > 1.967 and significance value of 0.014. This result means that organizational culture has a direct effect on performance by 0.282.
- 2) The value of the coefficient of the path of the organizational culture variable with work motivation is 0.464 with statistical t value is 3.652 > 1.967 and significance value of

- 0.000. This can be means that organizational culture has direct effect on work motivation by 0.464.
- 3) The value of path coefficient of leadership variable with performance is 0.311 with statistical t value is $2.538 > 1.967$ and its significance of 0.011. This result meaning that leadership has a direct effect on performance by 0.311.
 - 4) The value of path coefficient of leadership variable with work motivation is 0.366 with statistical t value is $2.745 > 1.967$ and significance value of 0.006. This result can be means that leadership has a direct effect on work motivation by 0.366
 - 5) The value of path coefficient of work motivation variable with performance is 0.315 with statistical t value is $2.839 > 1.967$ and significance of 0.005. This result means that work motivation has a direct effect on performance by 0.315.

The results of manual GoF calculations produce GoF value of 0.475 greater than 0.36 by means in the large category. This result shows that the combined performance between the measurement model (outer model) and the structural model (inner model) as a whole is good (large). Thus it can be concluded that the reflective construct measurement model has met the requirements, therefore it can be said that the research model is a fit model.

The result of Q2 manually calculation results shows that the value of Q2 (0.866) is higher than 0.35 by means it is in the strong model category. These results show that this research model has strong predictive relevance, so the construct of exogenous latent variables such as explanatory variables is able to predict endogenous variables accurately (strongly).

Table 6. Path Coefficients Value

	Hypothesis	Results	Information
H1	Organizational culture positively affects work motivation	Beta coefficient = 0,464 T statistics = 3,652 P value = 0,000	Accepted
H2	Leadership positively affect work motivation	Beta coefficient = 0,366 T statistics = 2,745 P value = 0,006	Accepted
H3	Organizational culture positively affects employee performance	Beta coefficient = 0,282 T statistics = 2,473 P value = 0,014	Accepted
H4	Leadership has a positive effect on employee performance	Beta coefficient = 0,311 T statistics = 2,538 P value = 0,011	Accepted
H5	Work motivation has a positive effect on employee performance	Beta coefficient = 0,315 T statistics = 2,839 P value = 0,005	Accepted
H6	Organizational culture has a positive effect on employee performance through work motivation	Beta coefficient = 0,146 T statistics = 1,977 P value = 0,049	Accepted
H7	Leadership positively affects employee performance through work motivation	Beta coefficient = 0,115 T statistics = 2,055 P value = 0,040	Accepted

Discussion

1. The first hypothesis (H1) posits that organizational culture has a positive impact on work motivation. The results of the H1 test revealed a beta coefficient (path coefficient) of 0.464 and a t-statistic of 3.652, which exceeds 1.967, with a significance level of 0.000, less than 0.05. Therefore, H1 is supported, indicating that organizational culture indeed has a positive influence on work motivation. A stronger organizational culture at PLN Pusdiklat Ragunan Jakarta leads to higher employee motivation.

2. The second hypothesis (H2) suggests that leadership has a positive influence on work motivation. The results of the H2 test showed a beta coefficient (path coefficient) of 0.366 and a t-statistic of 2.745, surpassing 1.967, with a significance level of 0.006, less than 0.05. Hence, H2 is accepted, indicating that leadership plays a positive role in work motivation. Effective leadership at PLN Pusdiklat Ragunan Jakarta leads to increased employee motivation.
3. The third hypothesis (H3) explains that organizational culture positively affects employee performance. The results of the H3 test displayed a beta coefficient (path coefficient) of 0.282 and a t-statistic of 2.473, exceeding 1.967, with a significance level of 0.014, less than 0.05. Therefore, H3 is supported, signifying that organizational culture has a positive impact on employee performance. A stronger organizational culture at PLN Pusdiklat Ragunan Jakarta leads to improved employee performance.
4. The fourth hypothesis (H4) states that leadership has a positive impact on employee performance. The results of the H4 test indicated a beta coefficient (path coefficient) of 0.311 and a t-statistic of 2.538, surpassing 1.967, with a significance level of 0.011, less than 0.05. Consequently, H4 is accepted, showing that leadership at PLN Pusdiklat Ragunan Jakarta indeed positively affects employee performance. Effective leadership leads to better employee performance.
5. The fifth hypothesis (H5) posits that work motivation has a positive effect on employee performance. The results of the H5 test showed a beta coefficient (path coefficient) of 0.315 and a t-statistic of 2.839, exceeding 1.967, with a significance level of 0.005, less than 0.05. Therefore, H5 is supported, indicating that work motivation has a positive impact on employee performance. Higher work motivation at PLN Pusdiklat Ragunan Jakarta results in enhanced performance.
6. The sixth hypothesis (H6) suggests that organizational culture positively influences employee performance through work motivation. The results showed a beta coefficient (path coefficient) of 0.146 and a t-statistic of 1.977, surpassing 1.967, with a significance level of 0.049, less than 0.05, leading to the acceptance of H6. This implies that organizational culture indeed has a positive effect on performance through work motivation.
7. The seventh hypothesis (H7) describes that leadership positively affects employee performance through work motivation. The results of the H7 test showed a beta coefficient (path coefficient) of 0.115 and a t-statistic of 2.055, exceeding 1.967, with a significance level of 0.040, less than 0.05. As a result, H7 is accepted, indicating that leadership positively influences the performance of PLN Pusdiklat Ragunan Jakarta through work motivation.

CONCLUSION

Conclusion

1. Organizational culture has a positive influence on the work motivation of PLN Pusdiklat Ragunan Jakarta employees. The dimension of organizational culture that most influences employee motivation is integrity with indicators of employees communicating well with superiors and colleagues. The dimension of work motivation that is most influenced by organizational culture is social needs with indicators of employees needing to maintain good relationships with other employees.
2. Leadership has a positive effect on work motivation of employees of PLN Pusdiklat Ragunan Jakarta. The leadership dimension that most influences by employee motivation is transactional leadership with the Supervisor indicator giving direction related to employee work details. The dimension of motivation that is most influenced by

leadership is social needs with indicators that employees need to maintain good relationships with other employees.

3. Organizational culture has a positive influence on the employees performance of PLN Pusdiklat Ragunan Jakarta. The dimension of organizational culture that most affects by employee performance is the regulations with indicators of PLN Pusdiklat Ragunan Jakarta employee work regulations have been described in detail and clearly. The dimension of performance that is most influenced by organizational culture is quality with indicators of the quality of employee's work not getting complaints by the superiors.
4. Leadership has a positive influence on the performance of PLN Pusdiklat Ragunan Jakarta employees. The leadership dimension that most affects employee performance is transactional leadership with superior indicators briefing on employee work details. The dimension of performance that is most influenced by leadership is responsibility with indicators of employees taking their own initiative to be able to complete work better and faster.
5. Work motivation has a positive effect on the performance of PLN Pusdiklat Ragunan Jakarta employees. The dimension of work motivation that most affects employee performance is the need for a sense of security with the indicator of the PLN Pusdiklat Ragunan Jakarta guaranteeing employees' work careers. The dimension of performance that is most influenced by work motivation is quantity with indicators of employees being able to complete on time.
6. Organizational culture positively affects the performance of employees at PLN Pusdiklat Ragunan Jakarta through work motivation. Organizational culture plays crucial part in affecting fundamental aspects of employee motivation at work. Increasing employee motivation will eventually boost the performance of employee at work.
7. Leadership has a positive influence on the performance of employees at PLN Pusdiklat Ragunan Jakarta through work motivation. The leadership at PLN Pusdiklat Ragunan Jakarta should be able to combine transactional leadership styles and transformational leadership that has an impact on the high motivation of employees which can be seen by working more enthusiastically so that it has an impact on increasing the performance of employee.

Recommendation

Based on the description of the research results and the discussion as well as conclusions which made above, several suggestions can be provide by the researchers, such as:

1. To increase the influence of organizational culture on employee work, it is recommended for the management of PLN Pusdiklat Ragunan Jakarta to create business processes and mechanisms for implementing employee work regulations accountable, fair and transparent. This can be based on the results of research that shows that the second indicator of organizational culture (employee work regulations applied firmly, fairly and transparently) which dominantly affect on employee motivation
2. To boost the influence of leadership on employee work, it is recommended for management of PLN Pusdiklat Ragunan Jakarta to improve the mechanism of Coaching Mentoring and Counseling of employees so that they will feel good personal bond. This is according to the research results which show that the tenth indicator of leadership (superiors pay personal attention to employee behavior) has the greatest influence on employee work
3. To lift the influence of work motivation on employee performance, it is recommended to create team bulding and teamwork programs such as periodic employee gatherings and make employee carrier paths according to competence. This is based on research results

- that show that the fifth and ninth indicators of work motivation (I need to maintain good relationships with other employees and I work according to the skills I have) which tend to have the greatest influence on employee performance.
4. To increase the effect of organizational culture on employee work motivation, it is recommended for the management of PLN Pusdiklat Ragunan Jakarta to improve the quality of employee communication both horizontally and vertically by conducting communication skills training which carried out on and off job training. This statement is in line with the results of research which shows that the ninth indicator of organizational culture (employees communicate well with superiors and colleagues) has the greatest impact on employee motivation
 5. To boost the influence of leadership on employee motivation, it suggests to increase the leadership quality by enforcing company rules through rewarding outstanding employees and give strictly sanction to employees who violate the company rules. This in line with the results of research which shows that the first indicator of leadership (superiors reward employee work results) has the greatest effect on employee motivation.
 6. In an efforts to increase the influence of organizational culture on the performance of employees at PLN Pusdiklat Ragunan Jakarta through work motivation, it is suggest that the management of PLN Pusdiklat Ragunan Jakarta to meet the needs of a sense of security by guaranteeing (developing) the work careers of its employees. Furthermore, it is necessary to conduct continuous socialization related to the work regulations of the PLN Pusdiklat Ragunan Jakarta which in detail and clearly so it will increase the motivation of employees itself. This is based on the results of research which indicates that the fourth indicator of work motivation ((PLN Pusdiklat Ragunan Jakarta guarantees the work career of its employees) which turn out plays the greatest influence on performance (cross loading MK04 = 0.631 and the first indicator of organizational culture (PLN Pusdiklat Ragunan Jakarta work regulations have been described in detail and clearly) has the highest impact on employee motivation
 7. In an Efforts to boost the effectiveness of leadership on the performance of employees at PLN Pusdiklat Ragunan Jakarta through work motivation, it is suggest that the management of PLN Pusdiklat Ragunan Jakarta to fill the requirement of security by guaranteeing (developing) the work careers of its employees. Moreover, it is necessary to enforce company rules by giving strictly sanction for interdisciplinary employees. This is in line with the results of research which shows that the fourth indicator of work motivation (PLN Pusdiklat Ragunan Jakarta guarantees (develops) the work career of its employees) that plays huge part in influencing the performance (cross loading MK04 = 0.631) and the fourth indicator of leadership (superiors enforce rules by giving strict sanctions) has the greatest influence on employee motivation.
 8. The results obtained from the coefficient of determination test show that there are many variables outside the research studied which can affect employee performance variables and can be use further for the next researchers. It is recommended for future researchers to develop this research using other methods, because the understanding about the organizational commitment, motivation, employee performance, work motivation cannot be researched only based on quantitative research methods.

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