



THE INFLUENCE OF LEADERSHIP AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE OF PT GEORG FISCHER INDONESIA THROUGH MOTIVATION AS INTERVENING VARIABLE

Rahnian Mutiaram¹, Muhammad Ali Iqbal²

¹) Mercu Buana University, Jakarta, Indonesia, rahnian@gmail.com

²) Mercu Buana University, Jakarta, Indonesia, ali.iqbal@mercubuana.ac.id

Corresponding Author: Rahnian Mutiaram

This study aims to examine the influence of leadership and organizational culture on employee performance through motivation as a mediation. The number of respondents in this study were 116 respondents. Where all of them are employees of PT Georg Fischer Indonesia. This research is a quantitative research. Research data obtained from the results of filling out the questionnaire. The research data were then analyzed using the Partial Least Square analysis technique with the help of the SmartPLS program. The results of the analysis using the PLS analysis technique provide the following conclusions: Leadership and organizational culture has a positive and significant effect on motivation, leadership and organizational culture has a positive and significant effect on employee performance, motivation had a positive and significant effect on employee performance, and motivation could mediate the indirect effect of leadership and organizational culture on employee performance.

Keywords: Leadership, organizational culture, employee performance, motivation, intervening, Partial Least Square

INTRODUCTION

Leadership in an organization can color and determine the success of an organization to achieve its goals. According to Stoner (Stoner,1000), leadership is a process in directing or influencing activities related to an organization or group in order to achieve certain goals. According to Wahjosumidjo (Wahjosumidji, 2222), leadership is an ability within a person and includes traits such as personality, abilities and abilities. Leadership cannot be separated from the style, behavior and position of the leader concerned and his interaction with followers and the situation.

PT Georg Fischer Indonesia (GFID) is known manufacturer of plastic pipe from Switzerland. Before current condition, it has been changing name and owner for about 5 times from 1995 until 2016. It has been acquired by a company from Malaysia, local and then changed to US and Australia and now Switzerland. During the changes, they are going through many times of management and cultural shifts. Different owner has a different style.

From an employee survey conducted by corporations in 2017 it was found that the leadership index is still below the target value of 70. They are general management with a score of 68.7 then transactional leadership with a score of 65.1 and transformational leadership with a score of 64.6. For general management index includes communication to employees on company goals, rapid action on changes and treatment of employee problems. Meanwhile, the transactional leadership index consists of a performance evaluation process and feedback, openness to subordinates and fair performance appraisal. While the transformational leadership index consists of leadership initiative, discipline, team utilization, empathy, work priorities and encouraging employee creativity.

The author also conducted a pre-survey of 15 employees to obtain initial data related to leadership, organizational culture, work motivation and employee performance. From the pre-survey it was found that 39.6% of respondents did not agree with the existing leadership. 50% of respondents considered that their superiors were unable to make decisions, 46.7% felt that their superiors were not willing to listen to the complaints and feelings of their subordinates, 40% considered that their superiors were not easy to approach and friendly with their subordinates, and 40% saw that their superiors did not pay attention to the conflicts that occurred on the shopfloor.

31.1% disagree with the existing work culture. 40% of respondents considered that the company did not value openness, 40% felt that the company did not value the work of employees, and 40% saw that the company did not explain organizational goals to employees. 14.4% feel low motivation. 33.3% of respondents considered that the company had not provided compensation in accordance with the duties and responsibilities of employees, and 26.7% saw that the company did not provide opportunities for employees to develop themselves. 30.7% feel low performance. 40% of respondents think that employees do not plan what they will do, 33.3% feel that their work result is not high quality, and 33.3% of employees see that their time is not used optimally.

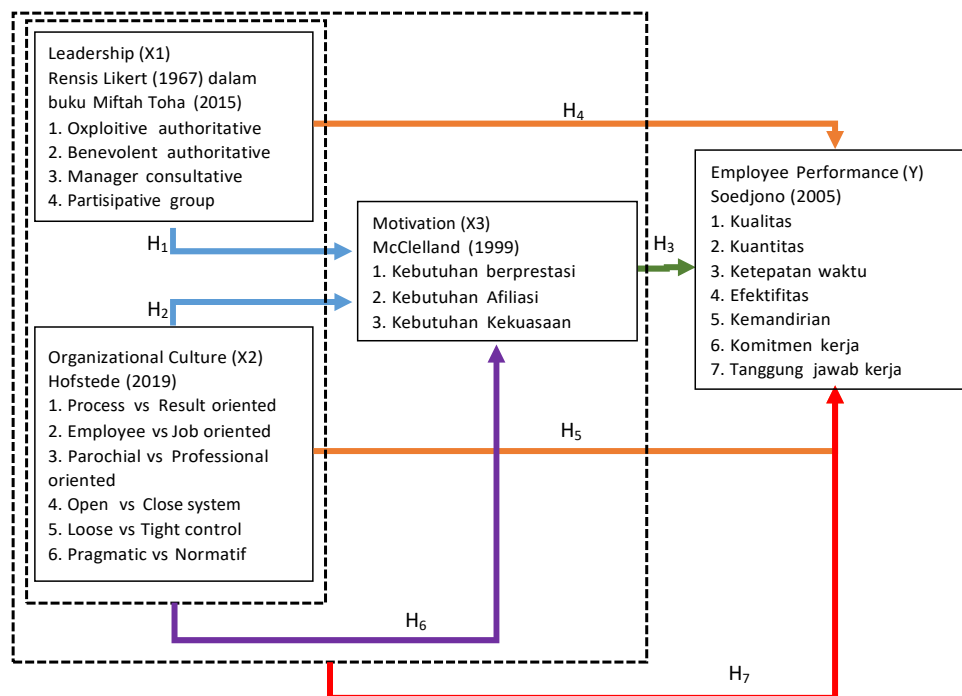
LITERATURE REVIEW

Likert (Miftah Thoha, 2015:60) designed 4 management systems in leadership, namely: Exploitive authoritative, Benevolent authoritative, Consultative manager, and Participatory group. According to Hofstede (Achmad Sobirin, 2019, Organizational Culture, p. 183) grouping

organizational culture into 6 dimensions, namely: Process oriented vs. Result oriented, Employee oriented vs. Job oriented, Parochial vs. Professional, Open system vs. Close System, Loose control vs. Tight control , and Normative vs Pragmatic.

David McClelland put forward his theory, namely Mc. Clelland Achievement Motivation Theory or McClelland's Achievement Motivation Theory (Dr. Syarifuddin, MM., 2018:52). According to McClelland, the things that motivate a person are: need for achievement, need for affiliation and need for power. Soedjono (2005) states that there are 6 (six) dimensions that can be used to measure employee performance, namely: quality, quantity, timeliness, effectiveness, independence, work commitment and responsibility.

Based on the explanation of the results of the pre-survey and previous studies that suggest the influence of Leadership, Organizational Culture on Employee Performance with Motivation as an intervening variable, the framework used in this study can be described as shown in below picture:



RESEARCH METHODS

This is a descriptive analysis research using quantitative research. with statistical methods through hypothesis testing. This study examines the relationship between leadership and organizational culture on motivation and employee performance. Leadership and organizational culture act as independent variables, motivation as a mediating variable

and employee performance act as dependent variable. The population and sample in this study were all employees of PT Georg Fischer Indonesia, both permanent and contract employees who had worked for at least 3 (three) months continuously without interruption with amount of 130 employees. For data analysis techniques, this study using 6 stages for analysis: 1) descriptive analysis; 2) analysis using SmartPLS; 3) outer model; 4) inner model; 5) correlation analysis between dimensions; and 6) hypothesis testing.

FINDINGS AND DISCUSSION

In this study, descriptive analysis of respondents' characteristics was used to describe the characteristics of respondents in terms of age, gender, years of service, education level, and position of respondents at PT Georg Fischer Indonesia. This descriptive analysis is done by making a frequency distribution table that shows the percentage of respondents based on all these characteristics. The number of respondents who were included in this study amounted to 130 employees (data as of February 2021), namely the total employees at PT Georg Fischer Indonesia. Based on the results of research data collection, the number of questionnaires that were returned and filled out properly after distributing the questionnaires were 116 questionnaires, this number was declared sufficient because it had exceeded 60% of the number of questionnaires distributed. The results of the analysis show that of the 116 respondents studied in this study, most of the respondents aged 41-50 years are 38.8%, 86.2% of the composition of employees are male, employees with 1-5 years of service are 31.9%, 59.9 % are high school/vocational high school graduates, and 50% of them are operator positions. Then from the results of the respondents, the results for each variable are as follows:

Tabel 1. Response on Description of Leadership

No	Description	Mean	Catagory
1	My leader always makes decisions on everything that happens at work and only the leader can make decisions	3.43	Medium
2	My leader also determines the standard of work and how I should do my job	3.77	High
3	My leader applies threats/punishments if I don't do my job according to the rules	2.82	Medium
4	My leader only communicates one way from top to bottom	2.81	Medium
5	My leader gives freedom to his subordinates to comment on his work orders	3.83	High
6	My leader gives me the flexibility to carry out work within the limits of the established procedures	3.87	High
7	My leader motivates his subordinates by giving rewards or punishments	3.15	Medium
8	My leader provides the means and opens the way for upward communication	3.60	Medium
9	My leader listens to the opinions and ideas of subordinates	3.79	High
10	My leader delegates authority to someone else	2.99	Medium
11	My leader sets goals and gives orders after discussion with his subordinates	3.90	High
12	My leader has complete trust in his subordinates	3.72	High
13	My leader makes decisions and is carried out after consideration of suggestions and	3.69	High

	opinions from members.		
14	My leader facilitates two-way communication	3.60	Medium
15	My leader has complete openness to subordinates	3.71	High

Source: processed data (2021)

Tabel 2. Response on Description of Organizational culture

No	Description	Mean	Catagory
1	Every action/activity I do refers to the SOP/Standard	4.13	High
2	Every action/activity that I take follows the applicable provisions/policies	4.16	High
3	I am willing to face the risks of work and enthusiastic about work	3.98	High
4	In my work it is easy to be creative and innovate by giving ideas and suggestions	3.93	High
5	Every action/activity I do is only to pursue the final result	2.95	Medium
6	I am used to dealing with new situations or conditions	3.86	High
7	The company pays attention to my welfare as an employee	3.46	Medium
8	Employees are involved in making important decisions	3.02	Medium
9	The company pays attention to my personal problems and problems	2.82	Medium
10	If faced with 2 things, between personal and work, I will prioritize work	3.43	Medium
11	The company questions the progress/progress of everything I do	3.65	Medium
12	I speak positive things about the company	3.80	High
13	The company makes a separation between personal and work rights so that they are not subjective	3.56	Medium
14	The company environment is supported by an open and responsive atmosphere	3.50	Medium
15	I'm more receptive to the same thing/monotonous	2.30	Low
16	Every activity pays attention to costs and work targets	3.91	High
17	The existing jobs are in accordance with the Job Desc/SOP	3.79	High
18	The company provides sanctions if employees commit irregularities	3.83	High
19	What consumers ask for must always be fulfilled	3.78	High
20	Rules or regulations must be obeyed and used as a reference	4.15	High

Source: processed data (2021)

Tabel 3. Response on Description of Motivation

No	Description	Mean	Catagory
1	I will accept any risk to achieve the goal	3.35	Medium
2	I want to get feedback on my work	4.09	High
3	I like getting more responsibility and solving problems	3.84	High
4	I usually easily interact with other people	4.12	High
5	I enjoy working with other coworkers	4.31	High
6	When a colleague is having trouble at work, I always come to help him.	4.21	High
7	I usually always dominate the conversation in every discussion	3.03	Medium
8	Other people follow what I say	3.14	Medium

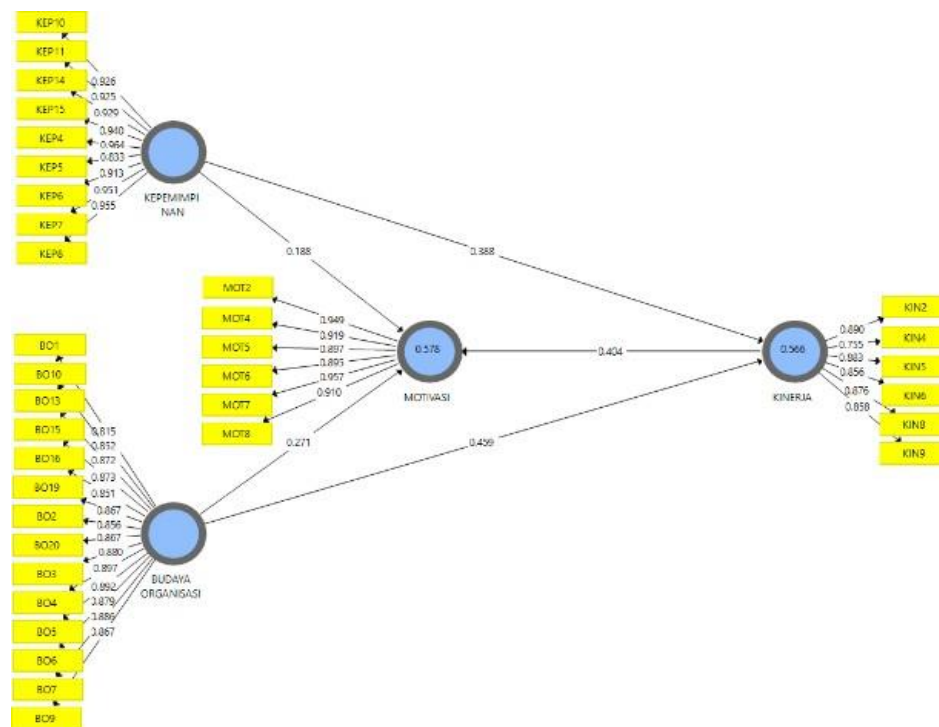
Source: processed data (2021)

Tabel 4. Response on Description of Employee Performance

No	Description	Mean	Category
1	Everything I do is close to perfect	3.76	High
2	Everything I do the results meet the expected goals	3.92	High
3	At one time, I do a lot of work	3.92	High
4	At one time, I have done a lot of work	3.81	High
5	Every job I do can be finished in the set time	3.85	High
6	I can still maximize the time available for other work activities	3.78	High
7	I can still maximize the available resources	3.79	High
8	Every job I can still do without help	3.41	Medium
9	Consumer is king	4.16	High
10	I can complete the task to completion	4.15	High

Source: processed data (2021)

The next stage is testing the measurement model including testing convergent validity, discriminant validity and composite reliability. Convergent validity test is done by looking at the loading factor value of each indicator to the construct. For confirmatory research, the limit of loading factor used is 0.7. The following figure shows the estimation of the PLS model after the issuance of several indicators that have a low factor loading value of <0.7.



Source: SmartPLS processed data (2021)

Picture 1. The estimation results of the PLS model with the algorithm technique

Further testing of convergent validity is carried out by looking at the AVE value of each construct > 0.5 as follows:

Table 5. Loading Factor Value and AVE value

Variabel	Indikator	Looding Factor	AVE	Validitas Konvergen
Organizational Culture	BO1	0.815	0.754	valid
	BO10	0.852		valid
	BO13	0.872		valid
	BO15	0.873		valid
	BO16	0.851		valid
	BO19	0.867		valid
	BO2	0.856		valid
	BO20	0.867		valid
	BO3	0.880		valid
	BO4	0.897		valid
	BO5	0.892		valid
	BO6	0.879		valid
	BO7	0.886		valid
BO9	0.867	valid		
Leadership	KEP10	0.926	0.859	valid
	KEP11	0.925		valid
	KEP14	0.929		valid
	KEP15	0.940		valid
	KEP4	0.964		valid
	KEP5	0.833		valid
	KEP6	0.913		valid
	KEP7	0.951		valid
	KEP8	0.955		valid
Employee Performance	KIN2	0.890	0.730	valid
	KIN4	0.755		valid
	KIN5	0.883		valid
	KIN6	0.856		valid
	KIN8	0.876		valid
	KIN9	0.858		valid
Motivation	MOT2	0.949	0.849	valid
	MOT4	0.919		valid
	MOT5	0.897		valid
	MOT6	0.895		valid
	MOT7	0.957		valid
	MOT8	0.910		valid

Source: processed data (2021)

Discriminant validity is carried out to ensure that each concept of each latent variable is different from other variables.

Based on the results of the PLS analysis in the table 5 above, the AVE value of all constructs in the form of dimensions and variables has exceeded 0.5 which indicates that all indicators in each construct have met the required convergent validity criteria.

Tabel 6 Results of the Fornell Larcker Method of Discriminant Validity Test

	BO	KEP	KIN	MOT
BO	0.868			
KEP	0.574	0.927		
KIN	0.682	0.652	0.854	
MOT	0.654	0.606	0.711	0.921

Source: processed data (2021)

The results of the discriminant validity test in the table 6 above show that all indicators and constructs in the PLS model have met the required discriminant validity criteria, for example the employee performance variable (KIN) has an AVE square root value of 0.854, this value is greater than the correlation between performance and performance. other constructs of 0.682 to organizational culture (BO), 0.652 to leadership (KEP) and 0.711 to motivation (MOT) so that it can be stated that the employee performance construct has met the criteria for discriminant validity using the Fornell Larcker method.

Tabel 7. Discriminant Validity Test Results with the Cross Loading Indicator Method

	BO	KEP	KIN	MOT
BO1	0.815	0.535	0.695	0.590
BO10	0.852	0.468	0.571	0.536
BO13	0.872	0.461	0.602	0.560
BO15	0.873	0.408	0.533	0.545
BO16	0.851	0.547	0.606	0.586
BO19	0.867	0.553	0.617	0.601
BO2	0.856	0.521	0.553	0.557
BO20	0.867	0.485	0.581	0.549
BO3	0.880	0.467	0.599	0.565
BO4	0.897	0.452	0.593	0.536
BO5	0.892	0.421	0.532	0.543
BO6	0.879	0.576	0.598	0.602
BO7	0.886	0.497	0.585	0.554
BO9	0.867	0.551	0.596	0.606
KEP10	0.493	0.926	0.576	0.517
KEP11	0.525	0.925	0.583	0.552
KEP14	0.569	0.929	0.602	0.604
KEP15	0.489	0.940	0.576	0.520
KEP4	0.528	0.964	0.640	0.589

KEP5	0.592	0.833	0.580	0.581
KEP6	0.531	0.913	0.577	0.537
KEP7	0.548	0.951	0.647	0.585
KEP8	0.505	0.955	0.643	0.563
KIN2	0.623	0.610	0.890	0.680
KIN4	0.435	0.539	0.755	0.455
KIN5	0.549	0.531	0.883	0.619
KIN6	0.619	0.595	0.856	0.657
KIN8	0.669	0.568	0.876	0.613
KIN9	0.569	0.493	0.858	0.590
MOT2	0.609	0.599	0.641	0.949
MOT4	0.602	0.552	0.602	0.919
MOT5	0.596	0.504	0.631	0.897
MOT6	0.577	0.515	0.675	0.895
MOT7	0.613	0.602	0.687	0.957
MOT8	0.617	0.577	0.689	0.910

Source: processed data (2021)

Based on the results of the discriminant validity test in table 7 above, it can be seen that all indicators have the highest indicators in their constructs not in other constructs so that it can be stated that all indicators have met the requirements of discriminant validity, for example the MOT4 indicator has a cross loading of 0.919 to the construct (motivation), while for the other constructs the cross loading of MOT4 is lower, namely 0.602 for the organizational culture construct (BO), 0.552 for the leadership construct (KEP) and 0.602 for the performance construct (KIN), this means that the MOT4 indicator has measured the construct well. so that the discriminant validity of the MOT4 construct is met.

Tabel 8. HTMT Value between Constructs

	BO	KEP	KIN	MOT
BO				
KEP	0.584			
KIN	0.710	0.683		
MOT	0.673	0.622	0.746	

Source: processed data (2021)

Based on the results of the discriminant validity test in table 8 above, the results of the analysis show that the HTMT value between constructs does not exceed 0.9, meaning that all indicators in each construct have met the required discriminant validity criteria.

Based on the results of the three discriminant validity testing methods, it can be concluded that the outer PLS model has met the required discriminant validity criteria.

Construct reliability can be assessed from the Cronbachs Alpha value and the Composite Reliability value of each construct. The recommended value of composite reliability and cronbachs alpha is more than 0.7, but in development research, because the limit of loading factor used is low (0.5), the value of composite reliability and low cronbachs alpha is still acceptable as long as the requirements for convergent validity and validity are met. discriminant has been met.

Table 9. Composite reliability test results

	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>
BO	0.975	0.977
KEP	0.979	0.982
KIN	0.925	0.942
MOT	0.964	0.971

Source: processed data (2021)

Based on the results of the analysis in the table 9 above, the value of Cronbach's alpha and composite reliability of all constructs has also exceeded 0.7, this indicates that all constructs have met the required reliability, so it can be concluded that all constructs are reliable.

Next is the inner model testing which includes an assessment of the goodness of fit structural model, an assessment of the path coefficient, a test of the significance of the partial effect of exogenous variables on endogenous variables and the calculation of the coefficient of determination. The test results at this stage can be used to test the research hypothesis

Tabel 10. R-Square model

	<i>R Square</i>	<i>R Square Adjusted</i>
KIN	0.566	0.559
MOT	0.578	0.567

Source: processed data (2021)

Based on the results of the analysis in the table above, the R square value of the performance variable (KIN) is 0.566 and the R square value of the motivational variable (MOT) is 0.578, because the R square value of the endogenous variable is in the range 0.33 – 0.67, the model declared moderate (good enough) in predicting the relationship between variables in the model.

Besides being seen from the value of R square, the quality criteria of the PLS model are also assessed from the value of Q Square. In the PLS analysis, the Q square value is categorized into 3 categories, namely small, medium and large, a Q square value of 0.02 is declared small, a Q square value of 0.15 is moderate and a Q square value of 0.35 is large.

Tabel 11 Q Square Value

SSO	SSE	$Q^2 (=1-SSE/SSO)$
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BO	1624.000	1624.000	
KEP	1044.000	1044.000	
KIN	696.000	414.114	0.405
MOT	696.000	361.425	0.481

Source: processed data (2021)

The Q square calculation in the table 11 above shows that the Q square value of the motivation variable (MOT) is 0.481 and the performance Q square value (KIN) is 0.405, because the Q Square value has exceeded 0.35 it can be stated that the PLS model has predictive The relevance is very good so it is suitable to be used to test the research hypothesis.

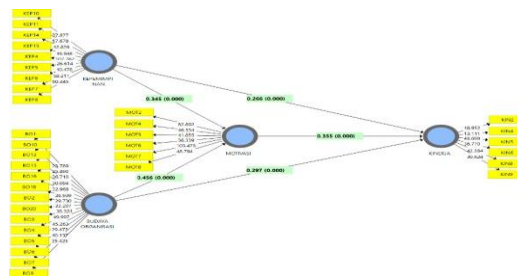
In addition to looking at the values of R square and Q square, the suitability of the PLS model and the analyzed data can also be seen from the SRMR value. The model is declared perfect fit if the model SRMR < 0.08 and the model is declared fit if the model SRMR < 0.10.

Tabel 12 SRMR Model

	<i>Saturated Model</i>	<i>Estimated Model</i>
SRMR	0.063	0.063

Source: processed data (2021)

Based on the results of the analysis in table 12 above, the results of the analysis show that the SRMR value of the model is 0.063. Because the SRMR model < 0.10, it is stated that the model is perfect fit in predicting the influence between variables in the model. From several results of the evaluation of the feasibility of the model by looking at the values of R square, Q square and SRMR of the model, it can be concluded that the PLS model is feasible to be used to test the research hypothesis.



Source: processed data (2021)

Picture 2. The estimation results of the PLS Bootstrapping model

The direct effect significance test is used to test the partial effect of exogenous variables on endogenous variables. Based on the estimation results of the PLS model with the bootstrapping technique above, it can be seen that all paths are significant with p value < 0.05. The results of the significance test for this direct effect can be seen in full in table 13 below:

Table 13. Partial Effect Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
BO -> KIN	0.297	0.297	0.070	4.237	0.000
BO -> MOT	0.456	0.463	0.080	5.709	0.000
KEP -> KIN	0.266	0.263	0.074	3.591	0.000
KEP -> MOT	0.345	0.337	0.096	3.573	0.000
MOT -> KIN	0.355	0.361	0.086	4.147	0.000

Source: processed data (2021)

Next is indirect effect. In this study, the arrangement of variables in the PLS model places work motivation (MOT) as an intervening variable that mediates the influence of organizational culture (BO) and leadership (KEP) on performance (KIN), to examine the significance of the role of work motivation in mediating the influence of organizational culture and leadership on performance, indirect effect testing can be carried out by looking at the PLS output in the specific indirect effect section.

Table 14. Results of Indirect Effect Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/ STDEV)	P Values
KEP -> MOT -> KIN	0.122	0.123	0.051	2.422	0.016
BO -> MOT -> KIN	0.162	0.166	0.046	3.536	0.000

Source: processed data (2021)

Based on the results of the analysis in Table 14 above, the following results were obtained:
Indirect Line BO → MOT → KIN:

In the path that shows the indirect effect of organizational culture on performance mediated by work motivation, a significance value of 0.000 is obtained with a T statistic of 3.536 and a positive path coefficient of 0.162. Due to the p value < 0.05 and T statistic > 1.96, it can be concluded that work motivation can significantly mediate the influence of organizational culture on performance, this means that a good organizational culture will support high employee motivation which in turn will improve employee performance.

Indirect Line KEP → MOT → KIN:

In the path that shows the indirect effect of leadership on performance mediated by work motivation, a significance value of 0.016 is obtained with a T statistic of 2.422 and a positive path coefficient of 0.122. Due to the p value < 0.05 and T statistic > 1.96, it is concluded that work motivation can significantly mediate the influence of leadership on performance, this

means that good leadership will support high employee motivation which will further improve employee performance.

Next is the inter-dimensional correlation analysis. The inter-dimensional correlation analysis aims to measure the level of relationship between the dimensions of organizational culture and leadership variables with the dimensions of motivation and performance variables. The measurement of the inter-dimensional correlation analysis was carried out using the person product moment correlation test with the help of the SPSS version 25 program. The following are the results of the correlation analysis between the dimensions of the variables studied in this study:

Table 15. Inter-Dimensional Correlation Test Results

Dimensi Variabel	Motivasi		
	MOT1	MOT2	MOT3
KEP1	.576**	.703**	.620**
KEP2	.657**	.764**	.567**
KEP3	.660**	.765**	.603**
KEP4	.738**	.834**	.643**
BO1	.600**	.675**	.604**
BO2	.642**	.723**	.658**
BO3	.360**	.446**	.431**
BO4	.785**	.862**	.575**
BO5	.865**	.954**	.557**
BO6	.777**	.907**	.508**

Source: processed data (2021)

Based on the results of the correlation analysis between dimensions in Table 15 above, the following results were obtained:

1. The leadership dimension that has the strongest relationship to work motivation is the KEP 4 dimension, namely Participative group, this means that the high and low work motivation of employees in this company is most influenced by group participation. This shows that the level of work motivation of employees in this company is more dominantly influenced by team work, the openness and trust of superiors to subordinates and two-way communication between superiors and subordinates.
2. The dimension of organizational culture that has the highest correlation to the dimensions of work motivation is the Loose vs. Tight control dimension, this means that in terms of organizational culture, the high and low work motivation of employees in this company is most influenced by the company's concern for costs and targets. work, compliance with SOPs and the company's treatment of irregularities.

Table 16. Correlation of Leadership Dimensions and Organizational Culture with Performance Dimensions

Dimensi	Performance
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Variabel	KIN1	KIN2	KIN3	KIN4	KIN5	KIN6	KIN7
KEP1	.635**	.640**	.607**	.689**	.568**	.599**	.563**
KEP2	.611**	.576**	.619**	.645**	.567**	.550**	.547**
KEP3	.627**	.604**	.614**	.667**	.601**	.600**	.564**
KEP4	.669**	.683**	.627**	.683**	.628**	.573**	.625**
BO1	.628**	.618**	.613**	.594**	.642**	.628**	.544**
BO2	.617**	.622**	.599**	.610**	.671**	.603**	.585**
BO3	.441**	.476**	.448**	.421**	.457**	.401**	.439**
BO4	.628**	.633**	.591**	.692**	.605**	.563**	.558**
BO5	.602**	.613**	.566**	.660**	.543**	.538**	.527**
BO6	.539**	.572**	.473**	.560**	.492**	.443**	.464**

Source: processed data (2021)

Based on the results of the correlation analysis between dimensions in Table 16 above, the following results were obtained:

1. The leadership dimension that has the strongest relationship to employee performance is the KEP 4 dimension, namely Participatory group, this means that the high and low work motivation of employees in this company is mostly influenced by group participation. This shows that the high and low performance of employees in this company is more dominantly influenced by team work, the openness and trust of superiors to subordinates and two-way communication between superiors and subordinates.
2. The dimensions of organizational culture that have the highest correlation to the dimensions of work motivation are the dimensions of BO1 and BO4, namely Process oriented vs Result oriented and Loose vs Tight control, this means that in terms of organizational culture, high and low employee performance in this company most influenced by employee focus on processes, employee compliance with regulations and policies, employee willingness to avoid risk, employee enthusiasm, employee creativity and innovation, employee focus on results and company attention to employees, in addition, high and low employee performance is also strongly influenced by the company's concern for costs and work targets, compliance with SOPs and the company's treatment of irregularities.

Table 17. Correlation of Motivation Dimensions with Performance Dimensions

	KIN1	KIN2	KIN3	KIN4	KIN5	KIN6	KIN7
MOT1	.544**	.547**	.489**	.565**	.499**	.510**	.489**
	0.00	0.00	0.00	0.00	0.00	0.00	0.00
MU12	.577**	.608**	.565**	.634**	.534**	.526**	.536**
	0.00	0.00	0.00	0.00	0.00	0.00	0.00
MU13	.832**	.878**	.840**	.789**	.780**	.767**	.836**
	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Source: processed data (2021)

Based on the results of the correlation analysis between the dimensions in Table 17 above, it is found that the dimension of work motivation that most dominantly influences the level of employee performance is the MOT3 dimension, namely the dimension of the need for power. This means that the high and low performance of employees in this company is most influenced by the strong desire of employees to achieve power by directing their abilities and the strong desire of employees to get a position in this company.

Finally, based on the results of testing the direct and indirect effects on the results of the PLS analysis above, table 18 below is the result of testing the hypothesis that has been stated in this study:

Table 18 Hypothesis Testing Results

No	Hipotesis	Hasil	Kesimpulan
1	Leadership influences employee motivation of PT Georg Fischer Indonesia	Path coef = 0,345; T Stat = 3,573; p value = 0,000	accepted
2	Organizational Culture has an effect on employee motivation of PT Georg Fischer Indonesia	Path coef = 0,456; T Stat = 5,709; p value = 0,000	accepted
3	Motivation affects employee performance at PT Georg Fischer Indonesia	Path coef = 0,355; T stat = 4,147; p value = 0,000	accepted
4	Leadership Affects Employee Performance PT Georg Fischer Indonesia	Path coef = 0,266; T Stat = 3,591; p value = 0,000	accepted
5	Organizational Culture Affects Employee Performance PT Georg Fischer Indonesia	Path coef = 0,297; T stat = 4,237; p value = 0,000	accepted
6	Leadership has an indirect effect on employee performance at PT Georg Fischer Indonesia through motivation	Path coef = 0,122; T Stat = 2,422; p value = 0,016	accepted
7	Organizational Culture has an indirect effect on PT Georg Fischer Indonesia's Employee Performance through Motivation	Path coef = 0,162; T Stat = 3,536; p value = 0,000	accepted

Source: processed data (2021)

Based on the results of the research "The Influence of Leadership, Organizational Culture on Employee Performance of PT Georg Fischer Indonesia through Motivation as an Intervening Variable" it can be concluded that:

1. Hypothesis 1 in this study was accepted and concluded that leadership has a positive and significant effect on work motivation, this means that the better the superior's leadership, the higher the employee's work motivation. The results of this study are in line with the results of research by Aurelia Dewanggi & Hunik Sri Runing (2016) with the title "The Influence of Leadership Style and Organizational Culture on Teacher Performance with Motivation as an Intervening Variable" which shows the results that leadership has an effect on employee motivation.

2. Hypothesis 2 in this study is proven and concluded that organizational culture has a positive and significant effect on work motivation, this shows that the better the organizational culture, the higher the employee's work motivation. The results of this study are in line with the results of research by Alinvia, Heru, Cahyo (2018) with the title "The Influence of Organizational Culture on Employee Performance with Work Motivation as a Mediating Variable (Study at PT Astra Internasional, Tbk-Toyota Auto2000 Sutoyo Malang Branch)" which shows that organizational culture has a positive effect on employee motivation. The results of his research shows that the better the organizational culture of the company, the higher the work motivation of employees in the company.
3. Hypothesis 3 in this study is proven and concluded that motivation has a positive and significant effect on employee performance. This shows that the higher the employee's work motivation, the higher the employee's performance. This supports hypothesis 3 in this study so that hypothesis 3 is accepted. The results of research by Maartje Paais & Jozef R. (2020) with the title "Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance" show that there is a significant influence of motivation on performance.
4. Hypothesis 4 in this study is proven and concluded that leadership has a positive and significant effect on employee performance, this means that the better the superior's leadership, the higher the employee's performance. The results of this study are in line with the results of research by I Komang Gede and Putu Saroyeni (2018) with the title "The Effect of Leadership on Employee Performance Moderated by Work Motivation at BPR in Sukawati Gianyar District" which shows that leadership has a positive and significant effect on performance
5. Hypothesis 5 in this study is proven and concluded that organizational culture has a positive and significant effect on employee performance, this means that the better the organizational culture, the higher the employee performance. The results of this study are in line with the results Aurelia Dewanggi & Hunik Sri Runing (2016) "The Influence of Leadership Style and Organizational Culture on Teacher Performance with Motivation as an Intervening Variable" which showed a positive and significant influence of organizational culture on performance.
6. Hypothesis 6 in this study is proven and concluded that work motivation can significantly mediate the influence of organizational culture on performance, this means that a good organizational culture will support high employee motivation which will further improve employee performance. The results of this study are also in line with the research results of Ni Komang Ayu Shela Paramitha Sujana & I Komang Ardana (2020) with the title "The Role of Work Motivation Mediate The Effect of Transformational Leadership on Employee Performance" which showed a positive and significant influence on work motivation in mediating the influence of transformational leadership on employee performance.
7. Hypothesis 7 in this study is proven and concluded that work motivation can significantly mediate the influence of organizational culture on performance, this means that a good

organizational culture will support high employee motivation which will further improve employee performance. The results of this study are also in line with the results of research by Alinva Ayu Sagita et al (2018) with the title "The Influence of Organizational Culture on Employee Performance with Work Motivation as a Mediator Variable (Study at PT Astra International, Tbk-Toyota (Auto200) Sutoyo-Malang Branch)" which shows there is a positive and significant influence on work motivation in mediating the influence of organizational culture on employee performance.

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the results of the research "The Influence of Leadership, Organizational Culture on Employee Performance of PT Georg Fischer Indonesia through Motivation as an Intervening Variable" it can be concluded that:

1. Leadership has a positive and significant effect on employee motivation. The better the superior leadership, the higher the work motivation of employees in the company.
2. Organizational Culture has a positive and significant effect on employee motivation. The better the organizational culture, the higher the work motivation of employees in the company.
3. Motivation has a positive and significant effect on employee performance. The higher the work motivation of employees, the higher the performance of employees in the company.
4. Leadership has a positive and significant effect on employee performance. The better the superior leadership, the higher the employee performance in the company.
5. Organizational Culture has a positive and significant impact on the employees performance. The better the organizational culture, the higher the employee performance in the company.
6. Leadership has a positive and significant indirect effect on the employees performance through motivation. Good superior leadership will increase employee work motivation which in turn will improve employee performance.
7. Organizational Culture has a positive and significant indirect effect on employee performance through motivation. A good organizational culture will increase employee work motivation which in turn will improve employee performance.

Conclusion

Some suggestions that can be given to complement the results of this study are as follows:

1. For Companies

More delegating authority to other people, so that members or subordinates do not wait for a decision if the decision maker is not in place. Communication is also very important in the running of the company, by providing facilities and opening a two-way communication line will be very helpful for coordinating the progress of the company. The application of reward and punishment in accordance with work rules/norms can also create a productive work atmosphere.

2. For Employees.

Improve work results and involve yourself in important decision making. Employees to be proactive in order to support an open and responsive atmosphere. Help each other if there are difficulties with work.

3. For the next researcher

This study only looks at the variables of leadership, organizational culture, motivation and performance, the results may not be representative of the overall results. Because there are many other variables that can affect employee motivation and performance, for example discipline, compensation, responsibility, family factors and others. It is hoped that further research can be carried out using these other variables.

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