

The Influence of Organizational Culture, Work Motivation and Leadership Style on the Performance of KUA Employees at the Ministry of Religion of Banyuwangi Regency

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ABSTRACT

Government agencies are institutions responsible for carrying out government functions, including public services, policy implementation, and administrative management. Optimal public services require competent, professional, and responsive workers to the needs of the community. Therefore, good human resource management is the key to increasing the effectiveness, transparency, and accountability of services, as well as strengthening public trust in the government. This study aims to examine the influence of organizational culture, work motivation, and leadership style on employee performance at the Office of Religious Affairs (KUA) of the Ministry of Religion of Banyuwangi Regency, both partially and simultaneously. The research method used is quantitative with multiple linear regression analysis. The sample consisted of KUA employees who were taken using certain techniques to ensure relevant representation. The results of the study indicate that: (1) organizational culture has a significant effect on employee performance, (2) work motivation has a significant effect on employee performance, (3) leadership style also has a significant effect on employee performance, and (4) simultaneously, the three independent variables have a significant effect on employee performance. These findings emphasize the importance of managing organizational culture, increasing work motivation, and implementing an effective leadership style to support optimal employee performance. This research provides practical recommendations for government agencies in managing human resources strategically.

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

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1. INTRODUCTION

Government agencies are organizations or institutions established by the government to carry out government functions. Among them are the provision of public services, the implementation of state policies, and the regulation, supervision, and implementation of public administration. Government agencies consist of various ministries, institutions, services, and agencies that are responsible for certain areas and have the aim of serving the community, maintaining order, and improving people's welfare. (Susanto & Anggraini, 2019; Titania, 2023).

Optimal public service requires competent, professional workers who are able to respond to community needs quickly and efficiently. Therefore, the implementation of good Human Resources (HR) management is an important foundation for increasing the effectiveness, transparency, and accountability of government, which will ultimately

strengthen public trust in government services. The definition of public service based on paragraph 1 of Law of the Republic of Indonesia No. 25 of 2009 concerning Public Services in The Fall (2019) namely activities or a series of activities in order to fulfill service needs in accordance with statutory regulations for every citizen and resident for goods, services and/or administrative services provided by public service providers.

One of the government agencies in public services is the Ministry of Religion (Kemenag) which has an important role in providing various public services related to religion. One of the public services under the auspices of the Ministry of Religion is the Office of Religious Affairs (KUA) throughout Banyuwangi Regency, KUA throughout Banyuwangi Regency provides marriage registration services for Muslims as well as various family development programs.

KUA Banyuwangi Regency is an institution under the Ministry of Religion of Banyuwangi Regency which is responsible for managing the administration of marriage, divorce, and reconciliation for Muslims. In addition to these functions, KUA also provides religious consultation services and conducts Islamic religious counseling in the sub-district area. The role of KUA is very important in ensuring that marriages are in accordance with the provisions of state law and Islam.

Revitalization of KUA is one of the priority programs to improve the quality of public services. However, data shows that 54.1% of KUA in Banyuwangi Regency have not undergone optimal revitalization, with limited infrastructure, technology, and human resource strengthening. This challenge causes services to be less efficient and has the potential to reduce public satisfaction. For this reason, acceleration of revitalization is needed which includes infrastructure development, service digitalization, and improving the quality of human resources.

A positive organizational culture can create a supportive work environment, increase employee ownership and discipline, and encourage employees to contribute more to achieving organizational goals (Sutrisno, 2019). However, in several KUA that have not been revitalized, an organizational culture that is not strong or not well formed causes low levels of job satisfaction and employee motivation, which has an impact on the quality of services provided to the community. For example, in several KUA in Banyuwangi Regency that have not been revitalized, the problem of organizational culture is one of the main challenges. For example, in several KUA, an organizational culture that is not structured enough and there is no clear reinforcement of organizational values results in low employee motivation. This can be seen from the results of interviews which show that employees at the KUA feel less involved in the decision-making process and less appreciated for their contributions, which leads to decreased work enthusiasm and less than optimal service.

Problems related to organizational culture, work motivation, and suboptimal leadership style greatly affect employee performance at KUA. Effective HR management is the main key to creating quality public services. Several important factors that affect the performance of KUA employees include organizational culture, work motivation, and leadership style. A positive organizational culture creates a conducive work environment, motivates employees, and increases productivity (Ningrum & Sugiarto, 2024). Work motivation, as an internal drive, contributes to employee commitment and productivity (Asaloei et al., 2023). Meanwhile, an effective leadership style can strengthen the relationship between superiors and subordinates, create a collaborative work atmosphere, and encourage high performance achievement (Nabilah et al., 2023).

In addition, previous research results showed inconsistent results regarding the influence of organizational culture, work motivation, and leadership style on employee performance. Puspita & Mujiati (2023) revealed that organizational culture has a significant effect on performance. Similar differences were also found in the variables of work motivation and leadership style. The Last Supper (2023) that organizational culture influences employee performance. Meanwhile, Rantung et al. (2023); Borman & Westi (2021) shows that

organizational culture does not affect employee performance. Furthermore, on work motivation towards employee performance.(Akbar et al., 2022)reveals that motivation has an influence on employee performance. Meanwhile,Ningmabin & Adi (2022)motivation does not affect employee performance. Likewise, leadership style on employee performance,Fauzi & Suryani (2023)reveals that leadership style influences performance. Meanwhile,Yanti et al. (2022)revealed that leadership style has no effect on employee performance.

Organizational culture includes values and norms that exist in the work environment. A positive culture can create a conducive work atmosphere and motivate employees to work better. Organizational culture is a representation of what employees do (habits)(Ningrum & Sugiarto, 2024; Sutrisno, 2019; Urzaman, 2020).

Work motivation refers to the internal drive that drives employees to achieve goals and perform tasks well. Motivated employees tend to be more productive and committed to their work. Motivation can encourage someone to develop(Asaloei et al., 2023).

Leadership style is related to how leaders influence and motivate subordinates. Effective leadership can improve the relationship between superiors and subordinates, and create a work environment that supports high performance achievement.(Nabilah et al., 2023; Prayudi, 2020; Puspita & Mujiati, 2023).

Based on the description above, the author is interested in conducting research with the title of the influence of organizational culture, work motivation and leadership style on the performance of KUA employees at the Ministry of Religion of Banyuwangi Regency.

2. METHOD

The research location is the place where the research or data collection will be conducted. The selection of this location aims to collect empirical data related to the influence of organizational culture, motivation, and leadership style on the performance of KUA employees in Banyuwangi Regency. The location in this study is located in KUA 24 District, Banyuwangi Regency. The research population is the entire group or collection of individuals, objects, or events that have certain characteristics that are the subjects of a study. In the context of research, the population includes all elements that meet the criteria determined by the researcher, and it is from this population that the researcher will take samples to conduct further analysis. As Sugiyono (2018) stated, the population is a collection consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn. The population of this study was all KUA employees of the Ministry of Religion of Banyuwangi Regency, totaling 200 employees consisting of 109 PPPK employees and 91 PNS. The sample is part of the population. Based on the criteria set, the research sample was 70 employees who had been selected using purposive sampling.

Data analysis methods include several analyses, including: In data analysis, several important stages need to be carried out to ensure that the research results are reliable and valid. These stages include data quality testing, classical assumption testing, and multiple linear regression analysis.

3. RESULTS AND DISCUSSION

Research result

The establishment of KUA began with the unification and centralization actions by the Ministry of Religion, which made it a branch of the national headquarters. This study distributed questionnaires to 50 respondents. The results of the description of respondent data are divided into 2 parts for research variables, namely respondent characteristics and descriptions of respondent answers. Multiple linear regression analysis is used to determine the relationship between one dependent variable and several independent variables. The multiple linear regression method uses the equation.

Table 1. Multiple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	t table (0.05) df=70-4-1=65
	B	Std. Error	Beta		
1 (Constant)	4,864	0.864		5,627	1.99714
Organizational culture	0.164	0.074	0.329	2,224	
Motivation	0.222	0.100	0.333	2,213	
Leadership Style	0.246	0.115	0.244	2,139	

R² = 0.738Adjusted R² = 0.726

f count = 62.077

f table = 2.51

Significance = 0.000

Source: data processed by researchers, 2024

Table 2. Results of Determination Coefficient Test

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.859 ^a	0.738	0.726	1.03432

Source: data processed by researchers, 2024

Adjusted R Square shows how much contribution or contribution the independent variable has to the dependent variable. This study obtained an Adjusted R Square value of 0.726 or 72.6% contribution of organizational culture, motivation, and leadership style variables in explaining employee performance. The remaining 27.4% of other variations are influenced by other factors outside the model that are not explained by the three variables.

Table 3. t-Test Results

Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients	Standardized Coefficients			
		B	Std. Error	Beta		
1	(Constant)	4,864	0.864		5,627	0,000
	Organizational culture	0.164	0.074	0.329	2,224	0.030
	Motivation	0.222	0.100	0.333	2,213	0.030
	Leadership Style	0.246	0.115	0.244	2,139	0.036

a. Dependent Variable: Employee Performance (Y)

Source: data processed by researchers, 2024

Based on the table above shows the results of the t-test analysis of linear regression that measures the influence of Organizational Culture, Motivation, and Leadership Style on Employee Performance. From the table, it can be seen that each independent variable has a significant influence on the dependent variable (Employee Performance), because the

significance value (Sig.) for all variables is below 0.05. The regression coefficient of Organizational Culture of 0.164, Motivation of 0.222, and Leadership Style of 0.246 indicates that all of these variables contribute positively to Employee Performance. The calculated t value of each variable also supports this conclusion with a value greater than the critical value. This means that improvements in these independent variables can significantly improve employee performance.

Table 4.F Test Results

		ANOVA				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	199,234	3	66,411	62,077	0.000b
	Residual	70,608	66	1,070		
	Total	269,843	69			
a. Dependent Variable: Employee Performance (Y)						
b. Predictors: (Constant), Leadership Style (X3), Organizational Culture (X1), Motivation (X2)						

Source: data processed by researchers, 2024

Based on the results obtained, the simultaneous f-value of organizational culture, motivation, and leadership style is $62.077 > 2.51$ on performance. So it can be stated that organizational culture, work motivation and leadership style simultaneously influence the performance of KUA employees of the Ministry of Religion of Banyuwangi Regency.

Discussion

The Influence of Organizational Culture Partially on the Performance of KUA Employees at the Ministry of Religion of Banyuwangi Regency

The results of the hypothesis testing indicate that organizational culture has a significant influence on the performance of KUA employees of the Ministry of Religion of Banyuwangi Regency. The statement of the first working hypothesis (H1) is accepted, which states that organizational culture partially influences the performance of KUA employees of the Ministry of Religion of Banyuwangi Regency. This means that a positive organizational culture can improve performance.

The organizational culture that is implemented can affect the performance of KUA Banyuwangi Regency employees. A good organizational culture can provide interpersonal relationships, as well as motivate and develop employee abilities. As a result, employees will be more productive which will ultimately support the achievement of organizational goals. A good organizational culture can improve work quality (Aini et al., 2023; Widagdo et al., 2020).

The results of this study are in line with the opinion of Widagdo et al. (2020) and the results of research by Kirana et al. (2022; Puspita & Mujiati (2023); Rantung et al. (2023) that organizational culture can partially affect performance. Meanwhile, research that is in contrast or not in line, namely research by Rantung et al. (2023); Borman & Westi (2021) shows that organizational culture has no effect on employee performance.

The description of the respondents' answers also revealed that employees have struggled and supported the formation of organizational cultural harmony by working together to complete the tasks they are entrusted with. In addition, it is also supported by the commitment as a professional civil servant and having a long enough work period makes the work experience better.

Employees who work under a strong and positive culture tend to be more enthusiastic about working together, helping each other, and completing tasks more effectively. Based on the respondents' answers, it is clear that employees actively strive to create harmony in their work by working together to complete the tasks assigned. The desire to achieve common goals in a team encourages the creation of mutually supportive relationships between employees.

In addition, an organizational culture that supports professional values, such as responsibility and commitment to work, also has a positive impact on employee performance. Employees who have sufficient work experience, supported by a commitment as professional civil servants, are able to adapt more effectively to the organizational culture. This experience increases employee understanding of organizational goals and motivates employees to work better.

The Influence of Partial Work Motivation on the Performance of KUA Employees at the Ministry of Religion of Banyuwangi Regency

The results of the hypothesis testing show that motivation has a significant influence on the performance of KUA employees of the Ministry of Religion of Banyuwangi Regency. The statement of the second working hypothesis (H2) is accepted, which states that work motivation partially influences the performance of KUA employees of the Ministry of Religion of Banyuwangi Regency. This means that high motivation can improve performance.

Simanjuntak (2020) emphasized that work motivation is very important for organizational progress, because it contributes to achieving common goals. Parashakti & Ekhsan (2020) explained that work motivation is a drive from the organization that increases employee awareness and willingness to work according to company expectations, and reflects psychological processes that influence work attitudes and behavior.

The results of this study are in line with the opinion of Robbins & Judge (2017) and the results of research by Akbar et al. (2022); Salju & Lukman (2018) that work motivation can partially affect performance. While what is not in line is by Ningmabin & Adi (2022) motivation has no effect on employee performance.

The description of the respondents' answers also revealed that employees have high motivation, because they have good relationships with their colleagues. In addition, it is also supported by the commitment as a professional civil servant and having a long enough work period makes the work experience better, especially the equality of gender and age.

Better work experience is also a motivating factor. Employees who have a long working period have gone through various challenges and situations that increase their insight and skills, so they can be better prepared to face more complex work. This also shows the importance of experience in improving the quality of performance.

In addition, gender and age diversity in the work environment also contribute positively to employee motivation. Gender equality and age diversity create an inclusive environment, where every employee feels valued and given equal opportunities to develop. Thus, these factors as a whole support employee motivation to give the best performance in every task they are given.

The Influence of Partial Leadership Style on the Performance of KUA Employees at the Ministry of Religion of Banyuwangi Regency

The results of the hypothesis testing show that leadership style has a significant influence on the performance of KUA employees of the Ministry of Religion of Banyuwangi Regency. The statement of the third working hypothesis (H3) is accepted, which states that leadership style partially influences the performance of KUA employees of the Ministry of Religion of Banyuwangi Regency. This means that a good leadership style can improve performance.

Tristina & Widagdo (2019) provide an opinion that in leading a company, a leader cannot be separated from the leadership style applied. This leadership style arises from the behavior and actions taken by the leader.

The results of this study are in line with the opinion of Tristina & Widagdo (2019) and the results of research by Fauzi & Suryani (2023); Nabilah et al. (2023); Prayudi (2020) that leadership style can partially affect performance. Meanwhile, a study that is not in line with this by Yanti et al. (2022) revealed that leadership style has no effect on employee performance.

The description of the respondents' answers shows that the leadership style applied in the KUA of the Ministry of Religious Affairs of Banyuwangi Regency plays a significant role in increasing employee motivation and performance. Many employees said that their leaders gave awards for achievements, which is an important factor in encouraging work enthusiasm. The awards are not only in the form of verbal appreciation, but also real actions, such as giving awards or recognition for outstanding work results. This creates a positive environment, where employees feel appreciated for their contributions.

This study also shows that respondents who are civil servants and have a long working period tend to have better work experience. This experience allows them to better understand the dynamics of work and effective ways to complete the tasks given. In addition, the diversity of gender and age in the work environment also supports the creation of an inclusive and respectful atmosphere, which has a positive impact on employee relations and increases a sense of togetherness and solidarity at work.

A good leader is able to create a supportive working atmosphere and encourage employees to work with enthusiasm and loyalty to the institution. Effective leadership, by providing rewards and recognition, not only increases individual motivation, but also strengthens employee loyalty to the KUA Ministry of Religion of Banyuwangi Regency. This leads to improved performance quality which ultimately contributes to achieving organizational goals. In addition, leaders who have good communication skills can also build closer relationships with employees, increase mutual trust, and provide clear direction regarding the goals and expectations that must be achieved. Thus, employees feel more involved in the decision-making process, feel appreciated, and have a greater sense of responsibility for the results of employee work.

Good leadership also plays a role in creating a harmonious work environment, where every employee feels supported and motivated to give their best. Recognition of employee achievements and contributions is one effective way to show appreciation, which in turn will increase work enthusiasm and reduce employee turnover rates. With caring leadership and appreciation for employee hard work, the KUA of the Ministry of Religious Affairs of Banyuwangi Regency can build a solid and high-performance team, which focuses on better and more efficient public services.

The Influence of Organizational Culture, Work Motivation and Leadership Style Together on the Performance of KUA Employees at the Ministry of Religion of Banyuwangi Regency

The results of the hypothesis testing show that organizational culture, work motivation and leadership style have a significant influence on the performance of KUA employees of the Ministry of Religion of Banyuwangi Regency. The statement of the fourth working hypothesis (H4) is accepted which states that organizational culture, work motivation and leadership style simultaneously influence the performance of KUA employees of the Ministry of Religion of Banyuwangi Regency. This means that the existence of a good organizational culture, high motivation, and good leadership style can simultaneously improve performance.

The results of this study are in line with the results of research by Akbar et al. (2022); Fauzi & Suryani (2023); Puspita & Mujiati (2023) stated that there is an influence of organizational culture, work motivation and leadership style on employee performance.

4. CONCLUSION

Based on the results and discussion regarding the influence of organizational culture, work motivation, and leadership style on the performance of KUA Banyuwangi Regency employees, it can be concluded that each factor has a significant influence. First, organizational culture is partially proven to have a positive and significant influence on employee performance. This shows that the better the attitude and behavior applied in carrying out tasks, the more employee performance will increase. Second, work motivation also has a significant partial influence. Effective encouragement from the organization can increase employee awareness and willingness, thus having a positive impact on their performance. Third, leadership style plays an important role in improving employee performance. Leaders who demonstrate good behavior and actions can create a conducive and productive work environment.

In addition to partial influence, organizational culture, work motivation, and leadership style simultaneously also proved to have a significant effect on the performance of KUA Banyuwangi Regency employees. This finding indicates that the synergy between the three factors has a greater impact on improving employee performance. With a strong organizational culture, maintained work motivation, and effective leadership style, a better work environment can be created, so that employee productivity increases overall. Therefore, it is important for organizations to continue to strengthen work culture, motivate employees sustainably, and develop an inspiring leadership style in order to achieve common goals.

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