

THE INFLUENCE OF ORGANIZATIONAL CULTURE, WORK MOTIVATION, AND LEADERSHIP MANAGEMENT ON THE PERFORMANCE OF FEMALE CIVIL SERVANTS IN PULANG PISAU DISTRICT

*Nerylia Paulina

Management Science Doctoral Program, Faculty of Economics and Business
Universitas Palangka Raya, Indonesia

Author's email:
paulinanerylia@yahoo.com

*Corresponding author: paulinanerylia@yahoo.com

Abstract. *This study aims to analyze organizational culture, work motivation and leadership management on the performance of female ASN in pulang pisau district. This research is descriptive research with a quantitative approach. The research aims to see the influence between existing variables based on numerical calculations or measurements of data obtained in the study. The data was then processed and analyzed using multiple linear regression analysis using the SPSS 23 application. This research was conducted at the Office located at the Regional Apparatus Organization of Pulang Pisau Regency starting in January to December 2024. The population in this study was all female State Civil Apparatus in the Regional Government of Pulang Pisau Regency, totaling 100 people with the same number of samples as the population. To obtain research data, the authors used data collection techniques in the form of interviews, questionnaires, and documentation. The results of this study indicate that organizational culture, work motivation, and organizational leadership have a positive and significant effect on the performance of female civil servants in Pulang Pisau Regency both partially and simultaneously.*

Keywords: *Organizational Culture; Work Motivation; Leadership; Performance of Female Civil Servants; Pulang Pisau District*

1. INTRODUCTION

The rapid development of organizations in the era of globalization creates increasingly fierce competition in an organization. Human resources have a crucial role in today's business competition. Organizational culture is a system of values, norms, and practices adopted by organizational members. In the context of the State Civil Apparatus (ASN), a strong organizational culture can create a conducive work environment, increase collaboration between employees, and encourage innovation. In order to achieve organizational goals, the most important thing is to have quality human resources, as stated by Schuler and Jackson (1997). This statement is indisputable, considering that human resources are central in achieving organizational goals. In public/government organizations in Indonesia, the performance of public organizations is very important in order to realize good governance and clean government, and support government duties to provide the best service to the community.

The implementation of public services, according to Law Number 20 of 2023 called the State Civil Apparatus (ASN), is a public servant / state servant who has responsibility for public services in order to realize public welfare. So, ASN has a very important role in public services. Related to the public's desire for ASN is the reliable performance provided in public services. An ASN becomes the foundation for the community in realizing their welfare.

However, considering the facts that exist in the community, there are still phenomena that occur in the State Civil Apparatus that do not carry out their work properly and do not have a sense of responsibility for their work. This assessment is based on the assessment of the community that there are still ASNs who are not disciplined in working

so that they are unproductive in offering services to the community, squandering state money arbitrarily, and have low motivation among ASN.

Performance is a strategic implication related to the needs of the organization, leaders, and employees. According to Mangkunegara (2008) performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. The attitude and behavior of the organization in terms of performance will be influenced by how it values and handles its human resources. Performance, on the other hand is defined by Simanjuntak (2010) as the level of results achieved for a given task. The level of results achieved to achieve organizational goals is the level of company performance. Performance management is the total process used to improve the performance of a company or organization, including the performance of each employee and work group within the organization. In essence, performance is the output produced over time by the indications or functions of the profession that exist in the division of tasks in the organization.

The problem faced by organizations is the effort to improve employee performance so that it can support the successful achievement of goals. Employee performance can change either increasing or decreasing according to factors that can affect the individual conditions of each employee.

In achieving organizational goals, many elements are important in its fulfillment, including the element of leadership or leader. Resources that have been available if not managed properly will not get the planned goals, so the role of the leader is very important who can use his authority and leadership style to achieve a goal. Basically, the leadership style of a leader influences his subordinates to want to cooperate and work effectively in accordance with his orders, with the leadership style possessed by a leader that will be used to be able to direct human resources to use all their abilities in achieving good performance. Leadership as an important side of the theme of leadership is always interesting to talk about. This is partly because the breadth and depth of the topic is growing dynamically along with the development of a global environment that touches every aspect of life at large. Without effective leadership, an organization will never be able to actualize its potential into achievement. In this case, high performance is associated with high motivation. Conversely, low motivation is associated with low performance. Siagian (2009) argues that "motivation is the driving force for someone to make the greatest possible contribution to the success of the organization in achieving its goals".

Improving the performance of female ASNs in Pulang Pisau Regency in totality that ASN performance is ideal in accordance with different work functions and in the delivery of ASN duties is to serve, and provide quality community services and ASN has also been given by the State a very high welfare guarantee to serve the State and uphold a very deep organizational culture and behavior to improve the welfare of community services in accordance with the basic law of the Republic of Indonesia. Law No. 20 of 2023 concerning the State Civil Apparatus states that ASN is every citizen of the Republic of Indonesia who has met the specified requirements, appointed by an authorized official and assigned to a state position, assigned to other duties and paid based on applicable laws and regulations. ASN as the main element of human resources that has a role in organizing the success of government and development. This is that ASN is the foundation for implementation in accordance with their respective duties and functions.

Pulang Pisau District, with 58% female civil servants, faces challenges in optimizing the contribution of female human resources in the public sector. Data from the Regional Civil Service Agency (2022) shows that only 22% of echelon III-IV positions are occupied by women, reflecting structural inequality. This study aims to identify the determinants of female ASN performance, including organizational culture, work motivation, and leadership management, and develop statistical evidence-based recommendations.

2. LITERATURE REVIEW

2.1 Human Resource Management

Human resources are an important asset and act as the main driving factor in the implementation of all activities or activities of the agency, so they must be managed properly through Human Resource Management (HRM). According to experts, human resource management is as follows: Resource management according to Handoko (2011: 3): Human resource management is the attraction, selection, development, maintenance, and use of human resources to achieve both individual and organizational goals." Furthermore, Dessler (2015:3), provides an understanding that: Human resource management is the process of acquiring, training, appraising, and compensating employees and for managing labor relations, health and safety, and justice-related matters. So, human resource management is a process that regulates the relationship and role of labor efficiently and effectively to achieve the main objectives of the company.

2.2 Organizational Culture

According to Fitriyani (2019), "The word organization etymologically comes from Latin *organum* which means tool, while in English it is called organization which means organization, arrangement, collection, gathering. So the meaning of organization is an arrangement of small units that form one large unit ". The meaning of organization is often conceptualized according to the perspective, purpose, and scientific context of the person who formulates it. In general, the definition of organization is a container for a group or group of people who work together in a rational and systematic manner that is guided or controlled to achieve a certain goal.

According to Schein (2012), Culture is a pattern of shared dimensions learned by a group to solve problems of existence adjustment and internal unification that have been quite successful. Therefore, new group members will be given lessons on the right way to perceive, think and have responsibility in dealing with similar problems. Culture refers to a system of shared values shared by members of an organization that characterizes the organization from other organizations.

Organizational culture is dynamic, and even needs to be adjusted to the development of the environment so that the organization remains established. An organization needs to develop a culture of achievement, change mindsets, and maintain trust in the organization (Hardjana, 2010). The study of organizational culture is a special attraction for management experts and practitioners, especially in order to understand and practice organizational behavior. Edgar Schein in Rahmat (2015) suggests that "organizational culture can be divided into two dimensions. First, the dimension of the external environment, which contains five essential things: (a) mission and strategy; (b) goals; (c) ways to achieve goals; (d) measurement; and (e) correction. Second, the internal integration dimension, which includes six main aspects: (a) common language; (b) group boundaries for inclusion and exclusion; (c) distributing power and status (d) developing norms of intimacy, friendship, and love; (e) reward and punishment; and (f) explaining and explainable ideology and religion" (Rahmat, 2015).

Based on some of the above definitions, organizational culture will increase employee motivation by giving them a feeling of belonging, loyalty, trust, values and encouraging them to think positively about them and the organization thus, the organization maximizes employee potential and wins the competition. According to Robbins & Judge (2012: 379) that there are 7 (seven) dimensions of culture, namely:

1. Innovation and risk taking
2. Attention to detail
3. Outcome orientation
4. People orientation
5. Team orientation
6. Aggressiveness
7. Stability

2.3 Work Motivation

Work motivation is a driving factor for employees to work harder. The higher the work motivation displayed by an apparatus, the higher the performance it produces due to the emergence of more encouragement from within the apparatus to meet its needs so that it has an impact on the high performance it produces. The term motivation comes from the word motive which can be interpreted as an effort to encourage someone to do something. The power contained in the individual, which causes the individual to act or do. Motives cannot be observed directly, but can be interpreted in their behavior, in the form of stimulation, encouragement, or power generation for the emergence of certain behaviors. Motivation is a driving force from within a person to do or achieve a goal (Rivai, 2008). Some experts provide definitional limits on motivation which are diverse in nature but relatively have in common with the definitional limits put forward by other experts, Risambessy et al. (2011) state that motivation is a psychological drive that arises in a person to fulfill his life needs. Basically, a person works because of the desire to fulfill his life needs.

Work motivation can increase employee effort at work and change the mindset of employees to be more optimistic so that the resulting performance is better than before. Work motivation can improve social relations in the work environment so that the atmosphere in the work environment becomes more friendly because employees feel comfortable. Furthermore, work motivation can increase employee enthusiasm and discipline in using work time (Kanfer et al., 2017).

There are four (4) main reasons why someone is willing to carry out a job or in other words an indicator of work motivation (Kasmir, 2016), namely:

1. The desire to live, is the main activity of every person, human to be able to continue his life.
2. The desire for a position, by having something that is a human desire to work.
3. The desire for power is a step above the desire for possession that drives people to work.
4. The desire for recognition, respect and social status is the last type of need that drives people to work.

2.4 Leadership Management

The problem of leadership has emerged along with the beginning of human history, namely since humans realized the importance of living in groups to achieve common goals. Employees need someone or several people who have advantages over others, regardless of what form the human group is formed. This cannot be denied because humans always have certain limitations and advantages.

Leadership is defined as an effort to influence followers through a communication process to achieve specific goals. The definition contains elements; first, leadership involves the use of influence. The second element, concerning the importance of the communication process, clarity and accuracy of communication affect the behavior and achievement of subordinates. The last element is goal achievement. Effective leaders may have to deal with individual, group, and organizational goals. Experts usually provide varying definitions of leadership (Sjahrudin and Sudiro, 2013:2).

Leadership is the ability to influence a group of members to work towards goals and objectives. The source of influence can be obtained formally by occupying a certain managerial position in an organization. Because managerial positions are obtained from a formal system, a person may assume the role of a leader as a result of the managerial position he occupies in an organization.

Leadership can determine whether an organization is able to achieve its goals. Leadership is a series of structuring activities manifested as the ability to influence the behavior of others in certain situations so that they are willing to work together to achieve agreed goals (Robbins and Judge, 2007: 61). Leadership style becomes an alternative leadership in the period of bureaucratic reform, that if in the past the leader in all activities of the State Civil Apparatus was served, in the current era the leader is obliged to provide

services even though in the current era it is still very limited in the style of leaders who are oriented towards community service. Leader involvement in efforts to improve work quality and employee behavior growth is applied in a leadership model known as servant leadership (Astohar, 2012: 98). Currently, there is a shift in leadership characteristics. As expressed by Bass (2000); in Spears, (2010: 25) in his discussion of transformational leadership with other forms of leadership states that there are many similarities between Servant Leadership and transformational leadership.

2.5 Performance of State Civil Apparatus

The term performance comes from the word job performance or actual performance which means work performance or actual achievement achieved by a person in the performance of his duties and obligations (Rivai, 2008). Performance is a manifestation of work performed by employees which is usually used as the basis for evaluating employees or organizations (Hasibuan, 2014: 38). In a behavioral perspective, performance is explained as the real behavior that each person displays as a work achievement produced by employees in accordance with their role in the organization (Mangkunegara, 2004). A similar view is also explained by Moeheriono (2010: 89) that performance is the result of work that can be achieved by a person or group of people in an organization both quantitatively, in accordance with the authority and duties of their respective responsibilities, in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals or ethics. This statement is relevant to other expert statements, that performance refers to the level of achievement of the tasks that make up an employee's job (Simamora, 2006: 51). The State civil apparatus (ASN) or what used to be called Civil Servants (PNS) is required to produce maximum performance (work results based on work behavior). Government Regulation of the Republic of Indonesia Number 30 of 2019 concerning Performance Appraisal of Civil Servants explains that work behavior includes several aspects, namely: service orientation; commitment; work initiative; cooperation; and leadership. Government Regulation of the Republic of Indonesia Number 30 of 2019 concerning Performance Appraisal of Civil Servants explains that the performance of Civil Servants (PNS) is the work achieved by each civil servant in the organization/unit in accordance with employee performance targets and work behavior. Employee Performance Targets, hereinafter abbreviated as SKP, are performance plans and targets to be achieved by a civil servant that must be achieved annually. There are several principles in conducting performance appraisals, namely; objective, measurable, accountable, and participatory, and transparent. Performance measurement based on PP. Number 30 of 2019 in Article 29 explains that civil servants are required to measure performance through a performance measurement system, performance measurement is carried out against: SKP by comparing SKP Realization with SKP Target in accordance with predetermined performance planning; and Work behavior by conducting work behavior assessments; Performance measurement is carried out based on supporting data regarding the performance progress that has been achieved in each performance measurement period; Performance measurements can be carried out monthly, quarterly, semiannually, or annually and documented in performance measurement documents according to the needs of the organization. In performance measurement, the realization of civil servant performance can exceed the performance target; and the realization of civil servant performance that exceeds the performance target has a maximum performance achievement value of 120 (one hundred and twenty).

Wirawan (2009: 6) explains that there are various measures that can explain the high or low performance of individuals, namely; (1) Quantity of work, namely the ability of individuals to complete a number of results of their daily tasks. (2) Quality of work results, namely the ability of individuals to show the quality of work results in terms of accuracy and neatness. (3) Efficiency, namely the completion of individual work quickly and precisely. (4) Work discipline, namely the willingness of individuals to comply with organizational regulations relating to the timeliness of entering or leaving work and the

number of attendances. (5) Accuracy of individual ability to carry out work in accordance with what the leader orders. (6) Leadership, namely the individual's ability to convince others so that it can be done optimally to carry out the main task. (7) Honesty, which is the sincerity of the heart that individuals have in carrying out their duties and the ability not to abuse the authority given to them. Finally (8) Creativity, is the ability to propose ideas or new proposals that are constructive for the smooth running of work, reducing costs, improving work results and increasing work productivity. Da Cruz Carvalho et al., (2020) measure performance by using:

1. Task performance is the behavior of employees who are directly involved in the process of forming organizational resources in the form of completing responsibilities and public services produced by the organization;
2. Contextual Performance is an activity that contributes to sustaining the organizational, social and psychological environment that is not formally required as part of the job;
3. Adaptive performance is the ability of employees to adapt to the environment in which they work and the surrounding environment. Hariyono and Andreani (2020) analyzed employee performance using several indicators, namely: (1) Work efficiency is the result of carrying out work in a certain way without reducing the previously set goals. These certain methods are usually easier to do, the costs are more affordable, and the processing time is also much shorter, without reducing the previously set targets or goals; (2) Work quality is seen from the character of employees at work such as honesty, thoroughness, and diligence at work; (3) Work discipline owned by employees; (4) Work standards, namely employee performance can be said to be good if it meets mutually agreed standards; (5) Competence that employees must be able to do the work that has become their responsibility properly so that organizational goals can be achieved.

Female Civil Servants in the Government of Pulang Pisau Regency is one of the government organizations and the object of the author's research. In order to improve employee performance, Pulang Pisau Regency needs to apply organizational culture, motivation, and leadership as one of the aspects in improving employee work, so that it is hoped that the work performance obtained will have implications for the progress and development of Pulang Pisau Regency.

Based on the framework and existing problems, the authors formulate a research hypothesis. According to Sugiyono (2013) Hypothesis is a temporary answer to the formulation of research problems. Hypotheses can also be stated as theoretical answers to the formulation of research problems, not yet empirical (factual) answers. The hypotheses proposed in this study are:

1. Hypothesis 1: Organizational culture has a significant effect on the performance of female ASNs in Pulang Pisau Regency.
2. Hypothesis 2: Work Motivation has a significant effect on the performance of female ASNs in Pulang Pisau Regency.
3. Hypothesis 3: Leadership has a significant effect on the performance of female ASNs in Pulang Pisau Regency.
4. Hypothesis 4: Organizational culture, motivation, and leadership simultaneously and partially affect the performance of female ASNs in Pulang Pisau Regency.

3. RESEARCH METHODS

The type of research used is descriptive research with a quantitative approach. The research aims to see the influence between existing variables based on numerical calculations or measurements of data obtained in the study. This type of quantitative research can be interpreted as a research method based on the philosophy of positivism used to research on certain populations or samples, data collection using research instruments, data analysis is quantitative / statistical, with the aim of testing predetermined hypotheses. In addition to the field, this research also uses library

research as a support in conducting research by using various literature in accordance with the issues raised in the study. The data is then processed and analyzed using multiple linear regression analysis using the SPSS 23 application.

This research was conducted at the Office of the Regional Apparatus Organization of Pulang Pisau Regency from January to December 2024. Pulang Pisau Regency is a regency located in the province of Central Kalimantan with Pulang Pisau as its capital. The district has an area of 9,650 km² and a population of 139,510 in 2024.

The population in this study were all female civil servants in the Regional Secretariat of Pulang Pisau Regency, totaling 100 people. In the research conducted using nonprobability sampling with census sampling technique. Determination of the sample if all members of the population are used as samples Sugiyono (2017). Thus, the number of samples in this study amounted to 100 people.

To obtain research data, the authors used data collection techniques in the form of interviews, questionnaires, and documentation. The data collection technique uses data instruments through interviews by distributing questionnaires using a Likert scale with an answer score of Strongly Agree (SS) scored 5, Agree (S) scored 4, Neutral (N) scored 3, Disagree (TS) scored 2 and Strongly Disagree (STS) scored 1. The formula for multiple linear regression is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where:

Y = Work Performance

X₁ = Organizational Culture

X₂ = Work Motivation

X₃ = Leadership Management

a = Constant

b₁ = Regression coefficient for Organizational Culture variable

b₂ = Regression coefficient for the Work Morale variable

b₃ = Regression coefficient for Leadership Management variable

e = Standard error (confounding error)

4. RESULTS AND DISCUSSION

The results of descriptive analysis of organizational culture variables can be seen in the following table:

Table 1. Descriptive variables of organizational culture

No.	Indicator	Score					Average	Description
		1	2	3	4	5		
1.	I try to create innovative ideas at work	0	0	9	81	9	4.00	Good
2.	I was asked by my boss to take initiative in doing my work.	0	0	11	80	9	3.98	Good
3.	I am required to complete work accurately	0	0	13	78	9	3.96	Good
4.	I am required to pay attention to detail in my work	0	0	11	80	9	3.98	Good
5.	I strive to develop myself by attending training to obtain optimal work results.	0	4	13	74	9	3.89	Good
6.	I work according to the target to get an award from the leader	0	4	26	61	7	3.74	Good
7.	I am happy to be able to make an optimal contribution	0	0	26	63	11	3.85	Good

8.	Leaders motivate employees to take advantage of existing career opportunities	0	0	11	76	13	4.02	Good
9.	Fellow employees trust each other	0	0	4	67	30	4.26	Good
10.	I coordinate with my coworkers at work	0	0	4	85	11	4.07	Good
	Average						3.95	Good

(Source: Primary Data Processed, 2025)

The results of descriptive statistics of organizational culture variables obtained the highest average value (4.26) which stated that fellow employees trust each other while the lowest average (3.74) stated that employees work according to targets to get awards from the leadership.

The results of descriptive analysis of work motivation variables can be seen in the following table:

Table 2. Descriptive variable of work motivation

No.	Indicator	Score					Average	Description
		1	2	3	4	5		
1.	I make an effort to do my work well in order to gain appreciation	0	0	17	69	15	3.98	Good
2.	Leaders give appreciation or praise to employees' positive ideas	0	0	17	70	13	3.96	Good
3.	The existence of work that requires employee creativity	0	0	19	69	13	3.94	Good
4.	I am always ready to be given the responsibility to complete work from the leader	0	2	22	56	20	3.94	Good
5.	I always try to improve my potential self	0	0	20	56	24	4.04	Good
6.	I have the enthusiasm to cooperate with fellow employees in the completion of work	0	0	19	61	20	4.02	Good
7.	I have a good relationship with my work environment	0	2	22	61	15	3.89	Good
8.	The creation of a relationship of mutual respect with one another	0	0	24	61	15	3.91	Good
9.	I always try to build harmonious relationships with fellow employees.	0	0	22	61	17	3.94	Good
10.	If there are problems at work, I always ask for a response from other employees/superiors.	0	0	19	63	19	4.00	Good
	Average						3.96	Good

(Source: Primary Data Processed, 2025)

The results of descriptive statistics of work motivation variables obtained the highest average value (4.04) which stated that I always try to improve my potential while the lowest average (3.89) stated that I have a good relationship with the work environment.

The results of descriptive analysis of leadership variables can be seen in the following table:

Table 3. Descriptive leadership variables

No.	Indicator	Score					Average	Description
		1	2	3	4	5		
1.	Leaders design tasks that must be done by each existing section	0	2	24	63	11	3.83	Good

2.	Leaders make work plans in achieving agency goals	0	6	19	65	11	3.81	Good
3.	Leaders provide direction on goals and work plans	0	2	24	59	15	3.87	Good
4.	Leaders divide tasks well to their employees	0	4	20	63	13	3.85	Good
5.	Leaders maintain good relations with each employee	0	0	19	65	17	3.98	Good
6.	Leaders exercise control to ensure actions meet agency objectives.	0	2	19	69	11	3.89	Good
7.	Leaders encourage employees to work hard	0	0	17	70	13	3.96	Good
8.	Lead can resolve existing conflicts	0	0	22	57	20	3.98	Good
9.	Leaders involve employees in decision-making	0	4	24	59	13	3.81	Good
10.	Leaders accept suggestions from employees for the progress of the agency	0	2	6	52	24	4.13	Good
11.	Leaders evaluate every work process	0	0	24	59	17	3.93	Good
12.	Leaders conduct job evaluations on each employee	0	2	24	61	13	3.85	Good
	Average						3.95	Good

(Source: Primary Data Processed, 2025)

The results of descriptive statistics of leadership variables obtained the highest average value (4.13) which stated that the leadership accepted suggestions from employees for the progress of the agency while the lowest average (3.81) stated that the leadership made a work plan in achieving agency goals and involved employees in decision making.

The results of descriptive analysis of employee performance variables can be seen in the following table:

Table 4. Descriptive leadership variables

No.	Indicator	Score					Average	Description
		1	2	3	4	5		
1.	The results of my work can be accounted for with	0	0	17	65	19	3.83	Good
2.	I always maintain the quality of my work	0	0	13	63	24	3.81	Good
3.	I have worked in accordance with the targets that have been set	0	0	20	63	17	3.87	Good
4.	I can complete the work within the specified time	0	0	22	67	11	3.85	Good
5.	I can work in a team if needed for work efficiency	0	2	26	61	11	3.98	Good
6.	I provide advice to other members in need for work efficiency	0	0	17	65	19	3.89	Good
	Average						3.97	High

(Source: Primary Data Processed, 2025)

The results of descriptive statistics of employee performance variables obtained the highest average value (4.11) which stated that employees had worked according to predetermined targets while the lowest average (3.81) stated that employees provided advice to other members in need for work efficiency to other members in need for work efficiency

Calculation of multiple linear regression analysis using the help of the SPSS program

obtained the following results:

Table 5. Multiple Linear Regression Analysis Results.

Model	Unstandardized Coefficients	Standardized Coefficients	Beta	t	Sig
	b	Std. Error			
(Constant)	1.275	2.555	-	0.499	0.620
Organizational culture	0.202	0.078	0.285	2.589	0.013
Work Motivation	0.214	0.072	0.393	2.980	0.004
Leadership	0.126	0.059	0.250	2.151	0.036

(Source: Primary Data Processed, 2025)

These results can be translated into the following equation:

$$Y = 1.275 + 0.202X_1 + 0.214X_2 + 0.126X_3$$

Constant (a): 1.275, means that if the independent variables (organizational culture, work motivation, and leadership) are equal to zero (0) then the performance of ASN Women in Pulang Pisau Regency is positive.

b1 = 0.202 is the regression coefficient of organizational culture and is positive, meaning that if the organizational culture is getting better, the performance of ASN Women in Pulang Pisau Regency will also increase with the assumption that the variables of work motivation and leadership are considered constant.

b2 = 0.214 is the regression coefficient of work motivation and is positive, meaning that if leadership is getting better, ASN Women in Pulang Pisau Regency will also increase with the assumption that the variables of organizational culture and leadership are considered constant.

b3 = 0.126 is the leadership regression coefficient and is positive, meaning that if leadership is getting better, the performance of ASN Women in Pulang Pisau Regency will increase with the assumption that the variables of organizational culture and work motivation are considered constant.

T Test

The results of the t test can be seen in the table as follows:

Table 6. Results of the t-test

Variables	t	Sig.	Conclusion
Organizational culture	2.589	0.013	H ₁ is proven true
Work Motivation	2.980	0.004	H ₂ is proven true
Leadership	2.151	0.036	H ₃ is proven true

(Source: Primary Data Processed, 2025)

The results of the t test of the influence of the organizational culture variable obtained a t value of 2.589 with a p value (0.013) <0.05, so that organizational culture has a significant effect on the performance of ASN Women in Pulang Pisau Regency.

The results of the t test of the effect of work motivation variables obtained a t value of 2.980 with a p value (0.004) <0.05, so that work motivation has a significant effect on the performance of ASN Women in Pulang Pisau Regency.

The t test results of the influence of the leadership variable obtained a t value of 2.151 with a p value (0.036) <0.05, so that leadership has a significant effect on ASN Women in Pulang Pisau Regency.

F Test

The results of the F test can be seen in the table as follows:

Table 7. Results of the t-test

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	281.377	3	93.792	30.964	.000 ^b
	Residuals	151.456	50	3.029		
	Total	432.833	53			

(Source: Primary Data Processed, 2025)

The results of the F test obtained an F value of 30.964 with a p value of 0.000 < 0.05, meaning that organizational culture, work motivation and leadership jointly affect the performance of ASN Women in Pulang Pisau Regency.

Determination Coefficient Test

The results of the coefficient of determination test are as follows:

Table 8. Results of the Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.806a	0.650	0.629	1.74044

(Source: Primary Data Processed, 2025)

Based on the results of multiple linear regression testing in this study, the coefficient of determination (Adjusted R²) of 0.629 means that the magnitude of the contribution of the influence of organizational culture variables, work motivation and leadership on ASN Women in Pulang Pisau Regency is 62.9%, while the remaining 37.1% is influenced by other variables not examined, for example, compensation, communication work environment, etc.

DISCUSSION

The influence of organizational culture on employee performance

The results showed that organizational culture has a positive and significant effect on the performance of ASN Perempuan Pulang Pisau Regency. A positive regression coefficient means that the better the organizational culture, the employee performance will also increase. These results support previous research from Eka (2019) that organizational culture affects performance. Based on this, in order to improve employee performance through organizational culture, leaders need to make rewards or give awards to employees who work according to predetermined targets, either in the form of incentives or giving promotions.

The effect of work motivation on employee performance

The results showed that work motivation has a positive and significant effect on the performance of ASN Perempuan Pulang Pisau Regency. According to Usmara, 2006 in (Firmindari, 2014) one of the variables that affect the performance of ASN women in Pulang Pisau Regency is work motivation.

consistently directly related to performance is work motivation. Motivation is a collection of energy forces, which come from within and outside the individual who initiates attitudes and determines their shape, direction and intensity. Motivation from within the employee also determines the results of the employee's performance. Therefore, companies must always try to maintain and even increase the motivation that exists within their employees, one of which is through leaders with leadership styles.

The effect of leadership on employee performance

The results showed that leadership has a positive and significant effect on the performance of ASN Perempuan Pulang Pisau Regency. The positive regression coefficient means that the better the leadership, the employee performance will also increase. These results support previous research from Baharuddin and Salam (202)

that leadership affects performance. Based on this, in order to improve employee performance through leadership, leaders need to make a work plan in achieving agency goals and involve employees in decision making and socialize it to all employees in advance so that employees can understand and implement the work plan properly.

Organizational culture, work motivation, and leadership simultaneously and partially affect employee performance.

The results showed that organizational culture, work motivation, and leadership have a significant influence on the performance of female ASNs in Pulang Pisau Regency, both simultaneously and partially. Simultaneously, these three factors work together in influencing the performance of female ASNs, by creating an environment that supports, motivates, and directs employees to achieve organizational goals. Partially, each factor also contributes significantly, with an inclusive organizational culture, high work motivation, and effective leadership having a direct impact on improving individual performance in government organizations.

These results support previous research from Sugiarto (2021) that a positive organizational culture can create a supportive, collaborative, and innovative work environment. In the context of female ASNs, an organizational culture that is inclusive and provides equal opportunities will increase their sense of belonging, motivation, and performance.

Rahmawati's research (2017) High work motivation will encourage female ASNs to work harder, smarter, and more effectively. Factors such as recognition, career development opportunities, and work-family life balance can increase the work motivation of female ASNs.

According to Eagly (2007) effective leadership styles, such as transformational and supportive leadership, can empower female ASNs, increase confidence, and encourage collaboration. Leadership that is fair and responsive to the needs of female ASNs will create a positive and productive work environment.

Organizational culture, work motivation, and leadership are key factors that must be considered by the local government to improve the performance of female ASNs in Pulang Pisau Regency. Interventions in these three aspects can have a significant positive impact on the achievement of organizational and regional development goals.

CONCLUSION

Based on the results of the research and discussion, organizational culture, work motivation, and organizational leadership have a positive and significant effect on the performance of female ASNs in Pulang Pisau Regency, these findings indicate the importance of synergy between the three factors to encourage the improvement of female ASN performance in Pulang Pisau Regency. To improve the performance of female ASNs in Pulang Pisau Regency, it is recommended that the local government strengthen an organizational culture that is inclusive and supports collaboration. This will create a positive environment for female ASNs. In addition, it is important to increase work motivation by providing rewards for achievement and equal career development opportunities between female and male ASNs. Transformational leadership is also needed to inspire and support the development of female ASNs.

REFERENCES

- Eagly, A. H., & Carli, L. L. (2007). *Through the Labyrinth: The Truth About How Women Become Leaders*. Harvard Business School Press.
- Firdaus ((2024). Pengaruh Gaya Kepemimpinan, Budaya Organisasi dan Disiplin terhadap Motivasi Serta Dampaknya pada Kinerja Pegawai di Badan Pengembangan Sumber Daya Manusia Provinsi Jambi. *J-MAS Jurnal Manajemen dan Sains*, Vol 9, No 1 (2024): April, 88-93 ISSN 2541-6243 (Online), ISSN 2541-688X (Print), DOI: 10.33087/jmas.v9i1.1490
- Dessler. Gary. 2015. *Human Resources Management (Manajemen Sumber Daya Manusia)*, Edisi Empat Belas Bahasa Indonesia. Jakarta: Indeks.

- Fitriyani, F. (2019). Konsep Organisasi Pendidikan dalam Pemberdayaan Sekolah. *El-Ghiroh : Jurnal Studi Keislaman*, 17(02), Article 02. <https://doi.org/10.37092/elghiroh.v17i02.105>
- Firmandari, N. (2014). Pengaruh Kompensasi Terhadap Kinerja Karyawan Dengan Motivasi Kerja Sebagai Variabel Moderasi (Studi Pada Bank Syariah Mandiri Kantor Cabang Yogyakarta). *Jurnal Ekonomi dan Bisnis Islam*, 25-34
- Ghozali, Imam. (2018) Aplikasi Analisis Multivariate Dengan Program IBM SPSS. Yogyakarta: Universitas Diponegoro
- Handoko, T. Hani. 2011. Manajemen Personalia dan Sumberdaya Manusia ... Manajemen Sumber Daya Manusia. Yogyakarta: Penerbit CAPS.
- Mangkunegara, A. P. (2017). Manajemen Sumberdaya Manusia. Jakarta: Refika Aditama
- Rahmawati, Nur (2023) Analisis Kinerja Pegawai Pada Biro Hukum Sekretariat Daerah Provinsi Sulawesi Tenggara. *Jurnal Ilmu Administrasi Bisnis Fakultas Ilmu Sosial dan Hukum (JADBSIFISH)* Vol. 2 No. 2. Pages 185-198 <https://doi.org/10.26858/jab.v2i2.47716>
- Sugiarto, Abdi dan Ronita Panjaitan (2021). Pengaruh Motivasi Dan Lingkungan Kerja Terhadap Kinerja Apratur Sipil Negara Pada Disdukcapil Kabupaten Humbang Hasundutan. *Jurnal Aplikasi Bisnis dan Manajemen* <https://doi.org/10.17358/jabm.7.3.752> [10.17358/jabm.7.3.752](https://doi.org/10.17358/jabm.7.3.752)
- Sugiyono. (2014). Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif dan R&D. Bandung: Alfabeta
- Schuler, Randall dan Susan Jackson. 1997. Manajemen Sumber Daya Manusia Menghadapi Abad Ke-21. Edisi 6. Jakarta: Erlangga
- Umam. (2010). Perilaku organisasi. Bandung: PT. Refika Aditama.