
The Effect Of Leadership Style, Non-Physical Work Environment, Organizational Culture On Employee Performance Through Motivation at The Immigration Office, South Jakarta

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Abstract:

In a work organization, leadership plays a crucial role in organizational activities and even the sustainability of the organization itself. The role of leadership is highly strategic as one of the determinants of success in achieving the organization's vision, mission, and operational plans. The performance of each employee is also highly dependent on the leadership capabilities of the management across all levels, as they coordinate all organizational activities and create a conducive work environment climate. Leadership is the process of influencing or setting an example by the leader to their followers in an effort to achieve organizational goals. The purpose of this study was to analyze the influence of leadership style, organizational culture, work environment, employee performance and motivation as an intervening variable at the Immigration Office Class I Special Non TPI, South Jakarta. The research sample was 102 people selected by random sampling method. Data collection uses a questionnaire and Structural Equation Modeling (SEM) is used as an analysis technique. The results of testing the data found that with direct influence, leadership style, work environment and organizational culture were able to influence employee performance. In indirect influence, only motivation is capable of mediating.

Keywords: Leadership Style; Organizational Culture; Work Environment; Motivation; Employee Performance

1. Introduction

According to Shalley and Gilson (2014) leadership is a relationship that exists within a person or leader, influencing others to work together consciously in a task relationship to achieve the leader's desired goals. Leaders must have leadership traits and have the authority to exercise their leadership. In practicing his leadership, the leader actually applies his leadership theory and also applies the art of leadership so that a leader can successfully lead (Nikoloski 2019). Successful leadership is a form of leadership accountability. Leadership is the method by which a person persuades a group of people to achieve a goal. To lead successfully. The leader of an organization or government agency must be able to influence employees or employees throughout the organization in a positive way to achieve goals that are part of the organization's vision and mission. Transformational leadership can simply be defined as the process of entering to change and modify individuals in order to change and improve

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themselves, which involves motives and fulfillment and appreciation of subordinates (Mumford et al., 2002).

The performance of each employee is also highly dependent on the leadership ability of management to all workers, coordinate all organizational activities, and create a conducive work environment climate (Branson 2007). Leadership is the core of management. Every leader, including unit leaders at the lowest level, is required to be able to communicate effectively to all subordinates and foster worker motivation. Performance seen from the origin of the word is a translation of performance which means the result of work or work performance. Performance is the result of organizational work, which is done by employees as well as possible in accordance with the instructions, directions given by the leader (manager), competence and ability of employees in developing their abilities at work. Employee performance cannot be separated from the role of the leader (Pamirosuwarto et al., 2017).

In addition to leadership, there are also factors that affect employee performance, namely the work environment. According to (Putra et al., 2020), the work environment is the overall relationship that occurs with employees at work. Everything that is in the workplace is the work environment. When employees perform work-related tasks, they are in the work environment, which also includes all the connections they are part of. The sub-components of the work environment-the technological environment, the human environment, and the organizational environment-are the basis of the indicators used to measure the work environment. Effective leader behavior in managing human resources in a work unit and the work environment will affect work behavior which is indicated by an increase in employee performance in the organizational unit as a whole (Novitasari & Iskandar 2022). A leader must also be able to create organizational commitment in his employees by instilling vision, mission, and goals well and being able to build a conducive work environment to build loyalty and trust from his employees.

Employee performance which has an impact on organizational performance determines the success or failure of an organization in achieving its goals. Organizational culture also affects performance. The shared ideals of organizational members serve as the organizational "glue" that holds the group together. The daily actions of organizational members reflect its culture, therefore it is also a daily activity in the workplace. With the internalization of organizational culture, employee performance will increase. Employees who are familiar with the organization's core beliefs will help develop their own personality. Organizational performance will be influenced by perceptions of support. Employee output is measured in terms of quality, quantity, working hours, and cooperation with other employees in order to achieve organizational goals (Sutrisno, 2017). Therefore, performance is the caliber and volume of output from employee work. Employee performance is a fixed variable that is often associated with a number of independent variables, such as incentives, salary, workplace, organizational culture, and others, which have an impact on it.

Motivation is the drive to carry out activities in order to fulfill certain needs and goals. By providing motivation and employee morale, it will be able to assist in achieving

organizational and employee targets in developing career paths, as well as services for the community. Providing work motivation to an employee appropriately will create enthusiasm, willingness, and sincerity to work. The increasing enthusiasm and willingness to work, this will increase work productivity. Work motivation is a psychological encouragement to someone who determines the direction of behavior in the organization. Work motivation is a driving force within a person to behave and work hard in accordance with the duties and obligations that have been given to him (Rifaldi et al., 2019).

At this time it will be rare to find people who really do a job because of their own will without reward or a specific goal (Anisya et al., 2021). This motivation encourages someone to engage in certain behaviors because they believe it will benefit them or make them feel good. Interest or pleasure in a particular activity impacts this form of motivation unless the person has responsibility and loyalty to their work, as well as sincerity (Anshori & Nurwulandari, 2021). Since extrinsic motivation arises from the desire to receive rewards or prizes, the researcher in this case will focus on this kind of extrinsic motivation. Praise, recognition, awards, money, or certain items are all examples of rewards or gifts. Extrinsic motivation also includes engaging in an activity for the purpose of avoiding punishment (Erniwati et al., 2020).

Leadership style and non-physical work environment in this study are focused on the Immigration Office of class I special Non TPI South Jakarta which is located at Jl. Warung Buncit Raya No. 207, South Jakarta was inaugurated on April 01, 1987 in accordance with the Decree of the Minister of Justice R.I. No. A.1127- KP.04.04-Year 1987 under the name of South Jakarta Immigration Office. The opening of the South Jakarta Immigration Office is also an effort to improve immigration services in the DKI Jakarta area as stipulated in the Decree of the Minister of Justice No. M.03-PR.07.04 of 1991. In 2006 the class status of the South Jakarta Immigration Office changed to Special Class I Immigration Office in accordance with the Decree of the Minister of Law and Human Rights of the Republic of Indonesia Number: M.01-PR.07.04 of 2006 with a working area covering 10 (ten) districts namely 4 Kebayoran Baru, Kebayoran Lama, Pesanggrahan, Cilandak, Pasar Minggu, Jagakarsa, Mampang Prapatan, Pancoran, Tebet, and Setiabudi. Immigration originates from the Latin term "migratio" which means the movement of a person from one location or nation to another location or nation. Based on the 2011 government regulation No. 52 dated May 5, 2011 the government in a legal way uses the word Immigration Law.

Based on Article 1 number (1) of Law No. 6 in 2011 which is intended for immigration is "the right of traffic of people entering or leaving the territory of the Republic of Indonesia as well as its supervision in order to maintain the sovereignty of the State". One office that offers public services to the general public that can be offered with or without payment is the immigration office. Providing public services in exchange for not paying is actually a form of tax reimbursement from the community, while providing public services in exchange for tariffs is based on market rates or set at the most economical rates. 5 Immigration Office Class I Non TPI South Jakarta as an immigration work unit with the title of Region Free from Corruption (WBK) and towards the Clean Serving Bureaucratic Region (WBBM).

This institution is ready to realize WBK and WBBM through efforts to prevent corruption, bureaucratic reform and improve the quality of public services. The types of immigration services at the South Jakarta Immigration Office consist of immigration services for Indonesian citizens including the issuance of passports, as well as immigration services for foreign nationals in the form of granting residence permits and determining the immigration status of foreigners. In the implementation of services to the community, the South Jakarta Special Class I Immigration Office adheres to the Tri Functions of Immigration. In addition, in accordance with the Tri Functions of Immigration, the South Jakarta Special Class I Immigration Office also carries out state security and law enforcement by carrying out immigration supervision and enforcement both against Indonesian Citizens and against Foreign Citizens. Work motivation is a psychological encouragement to someone who determines the direction of behavior in the organization.

Conditions in the field show that the South Jakarta Immigration Office always improves the performance of its employees, with effective leader behavior in managing Human Resources and creating a conducive work environment so that it will grow with the existence of good working relationships among its personnel, one of which can be created by the implementation of a good organizational structure. A good organizational structure will be able to create a comfortable and pleasant feeling for South Jakarta employees, employees will be more enthusiastic in carrying out their duties and responsibilities as much as possible so that they can further improve employee performance. Employee performance is a measurement of the results of handling the work that employees can do which is measured from quality and quantity. The size of the quality viewpoint indicates the outcomes of work based on the company's standards, and the quantity measure is based on the degree of completion or the number of units created from employee effort.

From several gaps in the results of previous research, the author wants to close the research gap by using motivation variables as intervening variables, so as to produce research updates. Employee performance can be improved if there is motivation within the employee without expecting rewards, also encouraged by the support of a good and wise leader, as well as a supportive work environment, with the availability of facilities needed to support the implementation of a job. From research (Sugiarti, 2023) Finding leadership, work motivation and competence simultaneously have a positive and significant effect on employee performance. Because according to the author, the motivation that exists in employees is not always positive and not all leaders can generate work motivation for their subordinates

2. Theoretical Background

The Effect of Leadership Style on Employee Motivation

Leadership style is a leader who gives direction to his followers from a distance to carry out missions, work, and instructions to achieve common goals. One of the main tasks of a leader in an organization is as a Motivator. The leader as a motivator means

that he must move people, namely employees in the environment of the area he leads. And the leader must know which influences can encourage (motivate employees) he leads to be willing to act to achieve organizational goals set before. This is in line with the idea that the core of management is leadership, and the core of leadership is moving people in general called motivation. Such leadership will create its own motivation for subordinates (Virgana, 2020). This motivated mental attitude encourages employees to work better. Research (Riyanto et al., 2017) found that leadership style has a positive impact on employee performance.

H1: Leadership style has a direct effect on employee motivation

The Effect of Non-Physical Work Environment on Employee Motivation

The work environment, according to (Rivai et al., 2019), is everything that surrounds the employee and may effect him in carrying out the responsibilities given to him. Humans will be able to carry out their actions correctly, yielding optimum outcomes, provided they are supported, among other things, by acceptable environmental circumstances (Purnama et al., 2020). Employee emotions may be affected by the work environment; if workers enjoy the work environment in which they work, they will feel at home in their workplace to carry out tasks, ensuring that working time is employed efficiently and optimally. Good working circumstances will increase staff productivity, which in turn will increase employee performance levels. This is because favorable work environment circumstances would motivate personnel to complete their jobs. This viewpoint is backed by study findings (Ingsiyah et al., 2019).

H2: Non-Physical Work Environment has a direct effect on Employee Motivation

The influence of organizational culture on employee motivation

Organizational culture, apart from having an effect on employee performance, is also closely related to employee motivation. In an organization, when the culture formed is a good culture, it will be in line with the level of work motivation of its members. If the organization also has a strong culture in creating an atmosphere and making organizational members satisfied, it can also increase the work motivation of organizational members (Zacharias et al., 2021). A positive organizational culture will create an atmosphere in a comfortable work environment so that workers can avoid work stress where the tense atmosphere that presses can be minimized by a strong and good organizational culture, and vice versa, if the organizational culture perceived by workers is negative, the high work stress felt by employees causes low work motivation which has an impact on low performance. Research (Nellyanti et al., 2021) supports this statement.

H3: Organizational culture has a direct effect on Employee Motivation

The Effect of Leadership Style on Employee Performance

Digital technology has changed everything, not only in the field of Information Technology but also in leadership styles and how to manage organizations (Nellyanti et al., 2021). Digital leadership shows a fast, cross-hierarchical, cooperative and team-oriented approach that often integrates innovation so that it will be able to improve the performance of its employees. This opinion is in line with the results of research (Erniwati et al., 2020) which found that there is a positive effect of digital leadership on employee performance.

H4: Leadership style has a direct effect on employee performance

The Effect of Non-Physical Work Environment on Employee Performance

One important factor that affects employee performance is the work environment, both physical and non-physical. This is because good work environment conditions will provide work motivation for employees in completing their duties. With a good and pleasant work environment, it means that the company has shown employees that they are valued and made the work they do more enjoyable (Riyanto et al., 2022). Conversely, a bad work environment can disrupt employee concentration at work, resulting in decreased employee performance. The work environment includes working relationships that form working relationships between subordinates and where employees work. The results of research by Joseph (2016), support this statement.

H5: Non-physical work environment has a direct effect on employee performance

The Effect of Organizational Culture on Employee Performance

Organizational culture is a value system obtained and developed by the organization and the habit patterns and basic philosophies of its founders, which are formed into rules that are used as guidelines for thinking and acting in achieving organizational goals. The results of research conducted by (Kenedi et al., 2022) show that not only leaders, organizational culture is also closely related to the atmosphere in the organization and can make the organization's work environment more comfortable so that it can lead to good relationships with other members of the organization. Organizational culture that leads to positive things can make members of the organization avoid the state of work stress that has a positive impact on their performance. A strong organizational culture can help employee performance and company performance, because it will create something extraordinary in employees.

H6: Organizational culture has a direct effect on employee performance

Effect of Motivation and Employee Performance

Motivation is a condition or energy that moves employees who are directed or aiming to achieve the company's organizational goals. It is the pro and positive mental attitude of employees towards the work situation that is their work motivation to achieve maximum performance. The stronger the employee's work motivation, the more diligent the employee's work, so that the better the performance and in accordance with organizational goals. In practice, motivation is able to drive the work enthusiasm of employees, employees tend to work optimally, and in the end can increase work productivity and make work better (Kuswati 2020). This opinion is also supported by the results of research (Ek & Makuru, 2013).

H7: Motivation has a direct effect on employee performance.

The Effect of Leadership Style on Employee Performance through Motivation

Leadership is someone who is able to direct all subordinates by utilizing all the assets they have. One of the characteristics of an inspirational leader is his ability to consistently inspire his subordinates. An inspiring leadership style will encourage subordinates to be motivated as a driver of employees to work better and improve their performance. This opinion is in line with the results of research by Razak et al.,

(2018) which found that there is a positive influence of digital leadership on employee motivation and performance.

H8: Leadership style has a direct effect on employee performance through motivation.

The effect of non-physical work environment on employee performance through motivation

Work environment can affect employee emotions. Good work environment conditions will provide work motivation for employees in completing their duties. The stronger the employee's work motivation, the more active the employee's work, the better the performance. Research by Riyanto et al., (2017). found that improving employee performance can be supported by preparing the work environment, both physical and non-physical, so that employee motivation increases.

H9: The non-physical work environment has a direct effect on employee performance through motivation.

Effect of Organizational Culture and Employee Performance through Motivation

In addition to corporate culture as an external element influencing employee performance, motivation, derived from the word motive, which meaning encouragement, is an internal component influencing employee performance. Thus, motivation is defined as a situation that motivates or leads someone to do a conscious action or activity. According to Rivai et al., (2019), a strong company culture may unite employees to build a survival strategy that improves employee performance. Conversely, if the organizational culture is poor, workers will work independently, causing employee performance to suffer and corporate objectives to be difficult to fulfill.

H10: Organizational culture has a direct effect on employee performance through motivation.

3. Methodology

The population of this study were all employees of the Immigration Office Class I Special Non TPI South Jakarta, totaling 174 people, with the following characteristics. The research sample is the entire population of 174 people, so the sampling method uses survey / census techniques. Data Analysis Tools The analysis used is by statistical methods, expected to help in making decisions to accept and reject hypotheses. The analytical tool used is the Structural Equation Model (SEM). To speed up data processing and testing, it is done with the help of the Smart PLS application program. In this study, descriptive data analysis will be carried out on respondent data research data. The data in this study will be analyzed with PLS-SEM, which is an analysis used to analyze data that has non-linear data. Partial Least Squares is a powerful analytical method that is also known as soft modeling because it eliminates the assumptions of OLS (Ordinary Least Squares) regression, such as the requirement that data be multivariate normally distributed and that there be no multicollinearity problem between exogenous variables (Ghozali & Latan, 2015).

PLS-SEM analysis typically consists of two submodels: the measurement model, also known as the outer model, and the structural model, often known as the inner model. The measurement model shows how the manifest or observed variables represent the latent variables to be measured. PLS consists of validity test, reliability test and hypothesis testing. Some of the advantages of the PLS method are that it does not require assumptions, the data does not have to be normally distributed. Can be estimated with a relatively small sample size. This is in accordance with the relatively small number of samples in this study.

Measurement Model (Outer Model)

Validity Test

1. Convergent validity is utilized to determine whether or not each concept indicator in the research is valid. The loading factor value for each construct indicator may be used to test convergent validity. The loading factor generally employed to assess convergent validity should be more than 0.6, but greater than 0.7 is preferable (Abdillah & Jogiyanto, 2014).
2. Discriminant validity is employed to achieve convergent validity findings. Discriminant validity arises when two separate instruments assessing two uncorrelated items give scores that are actually uncorrelated. Cross loading and comparing AVE roots are employed to verify discriminant validity. The rule of thumb for cross loading on discriminant validity in one variable is more than 0.7. The rule of thumb for AVE root > 0.5; however, even if the rule of thumb does not reach > 0.5, the findings may still be utilized since the convergent validity results have produced valid results. The AVE root is used to compare each construct to its correlation with other constructs in the model (Abdillah & Jogiyanto, 2014).

Reliability Test

The reliability test in PLS is used to assess the measuring instrument's internal consistency. The accuracy, consistency, and precision of a measuring device are shown by its reliability. Cronbach's alpha and composite reliability may be used in the PLS reliability test (Abdillah & Jogiyanto, 2014). Reliability of Composites Composite reliability is used to calculate the full value of a construct's dependability. Composite dependability is thought to be superior in assessing a construct's internal consistency. The composite reliability rule of thumb is > 0.6. Alpha Cronbach's Cronbach's alpha is used to calculate the lowest limit of a construct's dependability value. Cronbach's alpha should be greater than 0.7. b) Structural Model (Inner Model) Hypotheses will be tested by looking at the results of the analysis with the t stat value and P value. If an alternate hypothesis passes two conditions, it will be accepted. If the P value on the analysis is less than 0.05, the alternative hypothesis is verified / accepted; otherwise, the alternative hypothesis is rejected. If the analytical findings are more than 1.96, the hypothesis is verified / accepted; else, the alternative hypothesis is accepted

4. Empirical Findings/Result

The results of the distributed questionnaires explain the data description of the research respondents in the form of a description of the characteristics of the respondents based on the categories: gender, age, education and length of work. Respondents are people who have filled out questionnaires distributed via google form and provide information or data to researchers for the purposes of data that will later be tested. The population of this study were all employees of the South Jakarta Non TPI Special Class I Immigration Office, totaling 175. By using the survey method, the entire population is used as respondents. From the collection of data that was completely filled in, the number sampled was 102 questionnaires. The following presents a description of the characteristics of respondents including gender, age, latest education and length of service.

Table 1. Respondent Profile

Characteristics	Description	Total	Percentages
Gender	Male	80	78%
	Female	22	22%
Age	20 – 30 year	25	24%
	30 – 40 year	31	30%
	40 – 50 year	23	23%
	> 50 year	23	23%
	High school/equivalent	71	70%
Education	Academy / Diploma III	3	3%
	Diploma I/II	2	2%
	Diploma IV/ Degree	23	23%
	Master's Degree	3	3%
	1 - 5 year	14	14%
Length of Service	5 - 10 year	40	39%
	> 10 year	48	47%

Measurement Model Test (Outer Model)

Convergent Validity

The following table shows the Convergent Validity test results for each research indication depending on the loading factor value:

Table 2. Outer Loading Test Results (Convergent Validity)

Variable	Indicator	Loading Factor	Standard	Description
Leadership Style	X1.1	0.695	0.500	Valid
	X1.2	0.760	0.500	Valid
	X1.3	0.845	0.500	Valid
	X1.4	0.802	0.500	Valid
	X1.5	0.847	0.500	Valid
	X1.6	0.604	0.500	Valid
Work Environment	X2.1	0.825	0.500	Valid
	X2.2	0.850	0.500	Valid

Variable	Indicator	Loading Factor	Standard	Description
Organizational Culture	X2.3	0.789	0.500	Valid
	X3.1	0.828	0.500	Valid
	X3.2	0.871	0.500	Valid
	X3.3	0.867	0.500	Valid
	X3.4	0.733	0.500	Valid
Motivation	Z1	0.932	0.500	Valid
	Z2	0.945	0.500	Valid
	Z3	0.724	0.500	Valid
Employee Performance	Y.1	0.866	0.500	Valid
	Y.2	0.883	0.500	Valid
	Y.3	0.909	0.500	Valid

Source: Processed data (2023)

The loading factor value in table 2, shows the magnitude of the relationship of each latent variable to its indicator. Based on the test results shown, it can be seen that all indicators have an outer loading value of more than 0.60. Therefore, it can be stated that all indicators are valid.

Discriminant Validity

The findings of the Discriminant Validity test on each research indication based on the cross loading value are shown below:

Table 3. Indicator Cross Loading Test Results (Discriminant Validity)

Indicator	X1	X2	X3	Y	Z
X1.1	0.695	0.137	0.286	0.354	0.466
X1.2	0.760	0.296	0.341	0.497	0.467
X1.3	0.845	0.323	0.329	0.458	0.485
X1.4	0.802	0.289	0.254	0.394	0.368
X1.5	0.847	0.396	0.337	0.492	0.442
X1.6	0.604	0.207	0.331	0.391	0.320
X2.1	0.315	0.825	0.325	0.585	0.240
X2.2	0.329	0.850	0.279	0.557	0.182
X2.3	0.256	0.789	0.315	0.497	0.260
X3.1	0.384	0.254	0.828	0.499	0.423
X3.2	0.375	0.330	0.871	0.549	0.415
X3.3	0.321	0.413	0.867	0.612	0.353
X3.4	0.272	0.209	0.733	0.462	0.170
Y.1	0.504	0.668	0.540	0.866	0.542
Y.2	0.574	0.522	0.644	0.883	0.490
Y.3	0.428	0.576	0.526	0.909	0.432
Z.1	0.549	0.291	0.396	0.550	0.932
Z.2	0.523	0.262	0.374	0.495	0.945
Z.3	0.383	0.152	0.340	0.392	0.724

Source: Processed data (2022)

From the cross loading table above, it can be seen that the factor loading number of each indicator on its latent variable (bolded) is greater than its relationship with other latent variables. So it is concluded that discriminant validity is met.

Cronbach's Alpha & Composite Reliability

The following are the results of the Cronbach's alpha & Composite Reliability test on each research variable. This table shows that the Cronbach's Alpha & Composite Reliability values of all variables are greater than the recommended value, which means that the reliability of this research model has been met. Thus, it is concluded that the measurement model is eligible to be tested at the next stage, namely, inner model and hypothesis testing.

Table 4. Cronbach's Alpha & Composite Reliability Test Results

Variabel Laten	Cronbach's Alpha	Composite Reliability	Recommended values	Description
Organizational Culture	0.845	0.896	> 0,700	Reliabel
Leadership Style	0.853	0.892	> 0,700	Reliabel
Employee Performance	0.863	0.916	> 0,700	Reliabel
Work Environment	0.760	0.862	> 0,700	Reliabel
Employee Motivation	0.838	0.905	> 0,700	Reliabel

Source: Processed data (2022)

Structural Model Test (Inner Model)

At the structural model analysis stage (inner model), the test indicator is the R-square (R²) value, and the t-statistic test for both direct effects, indirect effects and moderating effects obtained using Bootstrapping calculations in the SmartPLS application.

R-square (R²) Analysis

R-square (R²) analysis shows what level of influence exogenous variables have on endogenous latent variables.

Table 5. R-square (R²) Analysis on Endogenous Variables

Variabel Endogen	R Square (R ²)
Employee Performance	0.704
Employee Motivation	0.361

Source: Data that has been processed

Based on the table above, the Employee Motivation variable (Z) has a value of 0.361, which means that this value indicates that the Employee Motivation variable can be explained by the independent variables simultaneously by 36.1%, while the remaining 63.9% is explained by other factors not examined. While the Employee Performance variable (Y) has an R² value of 0.704, where this value indicates that the Employee Performance variable can be explained by the independent variables simultaneously by 70.4%, while the remaining 29.6% is explained by other factors not examined.

Hypothesis Testing

The next test in structural model analysis is to pay attention to the path coefficient value and the significance value of the t-statistic as a tool to test the effect of exogenous latent variables on endogenous latent variables. The following presents the

results of data processing from the bootstrapping process. With a confidence level of 95% or a 5% error rate, the t-table value as a t-statistic comparison is 1.960.

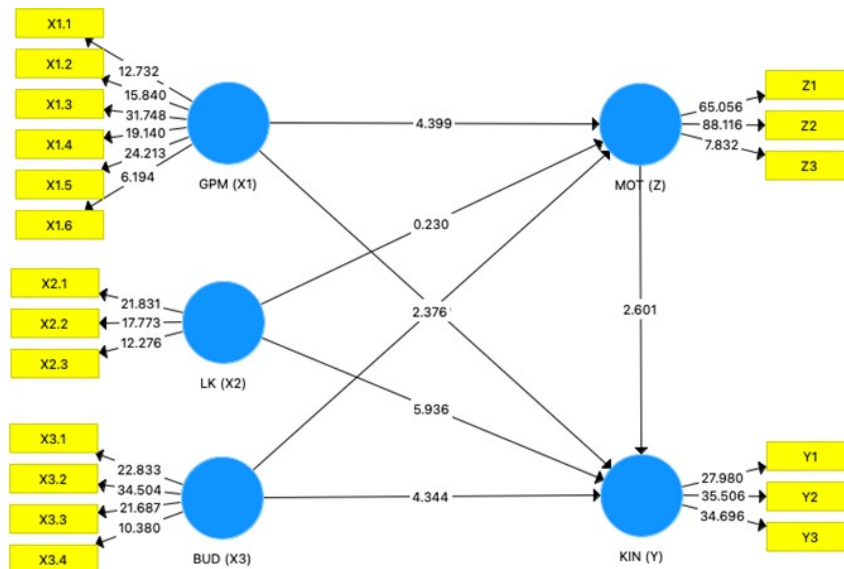


Figure 1. Hypothesis Test Output

Based on the test results in table the results of hypothesis testing are as follows:

1. Hypothesis Testing 1

H1 : The influence of leadership style has a positive and significant effect on employee motivation. The test shows significant results of p values of 0.000, meaning that the probability value < 0.05 , thus hypothesis 1 can be accepted.

2. Hypothesis Testing 2

H2: The effect of work environment has no effect and is not significant on employee motivation. The test shows rejected and insignificant results because it has a p value of 0.818, meaning that the probability value > 0.05 , thus hypothesis 2 is rejected.

3. Hypothesis Testing 3

H3: The influence of organizational culture has a positive and significant effect on employee motivation. The test shows the results are accepted and significant because it has a p value of 0.018, meaning the probability value < 0.05 , thus hypothesis 3 can be accepted.

4. Hypothesis Testing 4

H4: The influence of leadership style has a positive and significant effect on employee performance. The test shows the results are accepted and significant because it has a p value of 0.020, meaning the probability value < 0.05 , thus hypothesis 4 can be accepted.

5. Hypothesis Testing 5

H5: The effect of work environment has a positive and significant effect on employee performance. The test shows the results are accepted and significant because it has a p value of 0.000, meaning the probability value < 0.05 , thus hypothesis 5 can be accepted.

6. Hypothesis Testing 6

H6: The effect of organizational culture has no effect and is not significant on employee performance. The test shows that the results are rejected and insignificant because it has a p value of 0.000, meaning that the probability value <0.05 , thus hypothesis 6 is accepted.

7. Hypothesis Testing 7

H7: The influence of leadership style has a positive and significant effect on employee performance. The test shows the results are accepted and significant because it has a p value of 0.010, meaning the probability value <0.05 , thus hypothesis 7 can be accepted.

8. Hypothesis Testing 8

H8: The effect of leadership style has no effect and is not significant on employee performance through employee motivation. The test shows rejected and insignificant results because it has a p value of 0.035, meaning the probability value <0.05 , thus hypothesis 8 is accepted.

9. Hypothesis Testing 9

H9: The effect of work environment has no effect and is not significant on employee performance through employee motivation. The test shows that the results are rejected and insignificant because it has a p value of 0.822, meaning the probability value > 0.05 , thus hypothesis 9 is rejected.

10. Hypothesis Testing 10

H10: Organizational culture has a positive and significant effect on employee performance through employee motivation. The test shows that the results are accepted and significant because it has a p value of 0.078, meaning that the probability value > 0.05 , thus hypothesis 10 can be rejected

5. Discussion

Based on the test results, the following conclusions can be drawn.

1. Leadership style has a positive and significant relationship and is positive in increasing employee motivation at the Immigration Office class I special Non TPI South Jakarta, meaning that if the leadership style is better, employee motivation will increase.
2. the non-physical work environment does not have a significant relationship with employee motivation at the South Jakarta Non TPI Special Class I Immigration Office, meaning that even though the leadership style is getting better, employee motivation will not be affected.
3. Organizational culture has a positive and significant relationship with employee motivation at the South Jakarta Non TPI Special Class I Immigration Office, meaning that if the organizational culture is getting better, employee motivation will also increase.
4. Leadership style has a positive and significant relationship with employee performance at the South Jakarta Non TPI special class I Immigration Office, meaning that if the leadership style is getting better, employee performance will also increase.

5. The non-physical work environment has a positive and significant relationship to employee performance at the South Jakarta Non TPI Special Class I Immigration Office, meaning that if the work environment is getting better, employee performance will also increase.
6. Organizational culture has a positive and significant relationship with employee performance at the South Jakarta Non TPI Special Class I Immigration Office, meaning that if the organizational culture is getting better, employee performance will also increase.
7. Motivation has a positive and significant relationship to employee performance at the South Jakarta Non TPI Special Class I Immigration Office, meaning that if motivation is getting better, employee performance will also increase.
8. Motivation can mediate the relationship Leadership style has a positive relationship to employee performance at the South Jakarta Immigration Office class I special Non TPI, meaning that the level of motivation will not affect the relationship between leadership style and employee performance.
9. Motivation cannot mediate the relationship between the non-physical work environment and the performance of employees of the South Jakarta Immigration Office class I special Non TPI, meaning that the level of motivation will not affect the relationship between the work environment and employee performance.
10. Motivation is proven to be unable to mediate the relationship between organizational culture and employee performance of the South Jakarta Non TPI Special Class I Immigration Office, meaning that the level of motivation will affect the high and low relationship between motivation and employee performance.

Referring to a conclusion formulated by the author, suggestions were raised to provide recommendations and improvements, among others:

1. Applying the right leadership style, employee motivation will also increase, for example by involving subordinates in decision making, giving awards and trust to employees, and so on.
2. The non-physical work environment still needs attention even though the research results cannot prove its influence on employee motivation. Indicators that need attention are creating relationships between fellow employees and the relationship between superiors and subordinates.
3. Creating a good organizational culture at the Immigration Office class I special Non TPI South Jakarta, so that motivation increases. The organizational culture that needs to be improved is to foster work patterns that prioritize attention to detail, accuracy and thoroughness.
4. Applying the right leadership style, employee performance at the Immigration Office class I special Non TPI South Jakarta will also increase. Indicators of leadership styles that can foster employee performance include getting used to leaders going down to the field to guide employees to solve problems and being willing to accept criticism and input from subordinates.
5. The non-physical work environment still needs to be considered so that employee performance at the Immigration Office class I special Non TPI South Jakarta increases. Some indicators of the work environment that can be considered are maintaining good relations with subordinates or giving each section the autonomy to freely cooperate with other sections.

6. Creating a good organizational culture in order to improve employee performance at the Immigration Office class I special Non TPI South Jakarta. A positive work culture can be created by encouraging employees to be more active in finding new ideas at work and fostering a mentality of prioritizing common interests over personal interests.
7. Trying to foster employee motivation so that employee performance at the Immigration Office class I special Non TPI South Jakarta increases. Immigration Office class I special Non TPI South Jakarta must pay attention to employee job security, create policies that can motivate, for example providing bonuses and material and non-material rewards and actively providing assistance from superiors to subordinates.
8. Motivation needs to be improved even though it cannot mediate the relationship between Leadership Style and employee performance at the South Jakarta Non TPI Special Class I Immigration Office. Other motivating ways are needed in order to improve employee performance, for example by providing occasional opportunities for subordinates to lead an activity or project, creating a healthy competitive atmosphere among employees.
9. Motivation needs to be improved even though it cannot mediate the relationship between the work environment and the performance of employees of the South Jakarta Non TPI Special Class I Immigration Office. In this case, the work environment needs to be improved better and motivate employees, for example by providing maximum opportunities for employees to develop their careers.
10. Improve a good organizational culture and at the same time be accompanied by an increase in employee motivation at the South Jakarta Immigration Office class I special Non TPI, for example by creating effective communication between fellow employees or with superiors, helping to solve employee problems and being open to employee suggestions and criticism.

6. Conclusions

According to the description of the discussion above, the conclusions in this study are:

1. Product Quality has a positive and significant effect on Purchase Intention among Amazink ink consumers in Cirebon City.
2. There is a significant and positive relationship between Promotion and Purchase Intention for Amazink ink consumers in Cirebon City.
3. There is a significant and positive relationship between Personal Selling and Purchase Intention among Amazink ink consumers in Cirebon City.
4. There is a positive and significant relationship between Product Quality and Purchasing Decisions for consumers of Amazink ink in Cirebon City.
5. Promotion has a positive and significant impact on Purchasing Decisions among Amazink ink consumers in Cirebon City.
6. There is a positive and statistically significant relationship between Personal Selling and Purchasing Decisions among Amazink ink consumers in Cirebon City.
7. There is no significant relationship between Purchase Intention and Purchase Decision among Amazink ink purchasers in Cirebon City.

8. There is a positive and significant partial mediation: Product Quality Purchase Intention Purchase Decision for consumers of Amazink ink in Cirebon City.
9. Promotion Purchase Intention Purchase Decision is a positive and significant partial mediation for Amazink ink consumers in Cirebon City.
10. There is a positive and significant partial mediation: Personal Selling Purchase Intention Purchase Decision for Amazink ink consumers in Cirebon City

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