INFLUECNCE ORGANIZATIONAL CULTURE, STYLE TRANSFORMATIONAL LEADERSHIP AND MOTIVATION WORK EFFORTS TO IMPROVE PERFORMANCE MILLENNIAL GENERATION EMPLOYEES OF UD. JAWA MADURA

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Article Info	Abstract
	This study aims to determine the organizational culture, transformational leadership and work motivation on employee performance. Organizational culture (X1), Transformational leadership (X2), and work motivation (X3) is an independent variable (X) and performance employee as a dependent variable (Y). population of the study this is employees of UD. Jawa Madura in Sidoarjo totaling 67 people. This study was taken using quantitative methods, data collection techniques in the form of questionnaires. Primary data sources in the form of online questionnaires distributed to respondents. This data analysis technique uses instrument testing, classical assumption testing, multiple linear regression analysis, F test, t test, and R2 determinant coefficient. The results of this study indicate that partially organizational culture does not affect employee performance, transformational leadership does not affect employee performance, and work motivation has a significant positive effect on employee performance at UD. Jawa Madura.

INTRODUCTION

Source Power Man have role important for the effectiveness of running activities in the organization. Human Resources also contribute to achieving company objectives, either through profit growth or assets. For reach the target all over HR that there is and arranged in such a way appearance somotivated For Work And own performance Which in wa nt.oImprovement performance on employee related closely related to how the

organization relates to the organizational culture that applies in that year.

As time goes by, running a company's business will experience development. In the era of globalization, it is important to emphasize to companies to prioritize employee performance. Company performance also does not only depend on the availability of equipment, facilities, and infrastructure. But also depends more on the human factor to achieve goals. Every high-performing and superior employee will help achieve the same goal, namely making the company successful and able to compete with other competitors. Company leaders must be committed to supporting their employees in the form of good leadership and in accordance with the skills and culture of the organization during the employee's performance in the past, and in the future.

This needs to be done by the company to attract the interest of the millennial generation to join the company that has a work style and work system that is in accordance with the characteristics of the unhealthy millennial generation. By remembering thousands of employees, the hope is that the size of the employee's desire is expected to be evaluated when going into the field so that the expectations or standards of the company desired by millennial employees are semi-formal, not tense and not complicated or minimal pressure on their work.(Sulistyawati et al., 2022)Millennial employees also describe their work with a sense of accomplishment that they get when working at a company.(Sulistyawati et al., 2022)This objective states the style of a leader that influences performance. employee.

Organizational culture is a pattern of thinking that is discovered and developed by a particular group to learn and build a team that has the same goals in the company, in the organization also learning to overcome problems that exist in the company, from internal and external problems.(Tecoalu et al., 2022)Organizational culture can also affect the work environment of the organization because organizational culture provides guidelines and expectations for employees, organizational culture can also have an impact on employee work habits, commitment to the organization and employee work performance. In addition, organizational culture affects employee willingness to change.(Hasbuloh & Taharudin, 2023).

Leadership transformational leadership has a big influence on change, development and performance in an organization. In addition, leadership transformational also has influence towards performance commitment employees in a company(Efendi et al., 2023). This transformational leadership is also described as a style that can raise or motivate employee performance in an organization or company, so that with leaders who use this transformational leadership style, employee performance can develop and can achieve the desired target or goal. In addition, transformational leadership is also very effective in any situation and culture.(CA Tangkudung & RN Taroreh, 2021).

Work motivation according to(Siagan, 1995)the spirit that make somebody Want to carry out various activities and work on abilities and the skills he has to reach a common goal that has been previously

set by the company. Work motivation is defined as a person's attitude that can provide energy and encourage someone to do activities that lead to being able to provide satisfaction to the company. Employees who are motivated to work will help the performance results of the employees.

Performance is a result of a person's achievement in carrying out an activity or task that is entrusted to him/her based on experience, conversation, knowledge, and time. The performance of an individual, team or organization can achieve goals as expected, and can also not be as expected. Performance improvement must be done even though an individual, team, and organization set higher targets with high quality to improve the entire management process in HR(Silaen et al., 2021).

There are several studies which have different results regarding the influence of organizational culture. These studies show that organizational culture has a significant positive influence on employee performance.(Adyputri et al., 2021). While the research(Kusuma et al., 2004)shows that organizational culture does not have a significant effect on employee performance.

Then, the research that(Efendi et al., 2023)shows the results that the style leadership transformational on performance employees showed significant results that leadership transformational influential on performance employees. While research (Inna Nisawati Mardiani & Yon Darwis Sepdiana, 2021)shows insignificant results on employee performance.

Based on the problems that occurred in the company, the researcher was interested in conducting research on the company.(Nina Andriyani, 2020)which shows positive and significant results on the results tested. While the research(Sanuddin & Widjojo, 2013)stated that work motivation in the study showed insignificant results on employee performance.

Table 1. Target Data and Realization of Production Results of
UD. Jawa Madura Employees in January – December 2023

Month	Target (Tons)	Realization	Presentation	Information
January	2 tons	1.8 tons	90%	Not yet achieved
February	1.5 tons	1.5 tons	100%	Target achieved
March	1 ton	1 ton	100%	Target achieved
April	2.5 tons	2.2 tons	85%	Not yet achieved
May	1 ton	1 ton	100%	Target achieved
June	1.5 tons	1.5 tons	100%	Target achieved

July	2.5 tons	2.5 tons	100%	Target achieved
August	2 tons	1.8 tons	90%	Not yet achieved
September	1 ton	1 ton	100%	Target achieved
October	2 tons	1.8 tons	90%	Not yet achieved
November	2 tons	2 tons	100%	Target achieved
December	2 tons	2 tons	100%	Target achieved

Source: Data from UD. Jawa Madura

Based on the table above, it shows that almost every month employees can complete according to the target, but there are several months where the realization is not in accordance with the target set by the company which occurs in January, April, August and October. Where the average target is not achieved by 10%. This indicates that the competence possessed by employees is slightly less than optimal so that it affects the results of the work done. Likewise with employee motivation which is felt to be lacking by employees, so that the performance produced decreases or is not good. In order to achieve organizational goals, employees need motivation to work harder.

Based on the problems that occurred in the company, the researcher is interested in submitting several questions to the company with the title "The Influence of Organizational Culture, Transformational Leadership, Work Motivation Efforts to Improve the Performance of Millennial Generation Employees at UD. Jawa Madura".

RESEARCH METHODS

Study this is done by the method quantitative, Research Quantitative is method to test certain theories by examining the relationship between variables. Usually measured by an instrument so that data consisting of the numbers can be analyzed based on procedures statistics(Adhi Kusumastuti, 2020). The research location that will be used as a hypothesis tester is UD. Jawa Madura which is located in the SAFE N LOCK warehouse Block O.17 Jl. Lingkar Timur No.5 Rangkah Kidul, Kec. Sidoarjo, Kab. Sidoarjo, East Java. The population in this study amounted to 67 people who were taken as a whole starting from permanent employees and contract employees. The data collected in this study include primary data and secondary data. This secondary data is the result of distributing predetermined questionnaires and also primary data obtained during interviews and visits to the company.

The collection of data sources in this study includes primary and secondary data. Where primary data is obtained through a questionnaire by distributing a list

of statements in the company. The questionnaire is measured using a Likert scale consisting of 5 levels of statements, where this scale is stated from 1 (strongly disagree) to 5 (strongly agree). Meanwhile, secondary data is obtained through library sources or literature and several journal articles consisting of relevant previous research.(Sugiyono. 2017. Educational Research Methods: Quantitative, Qualitative & Alphabetic Approaches., nd)

This study aims to test the independent variables against the dependent variables, namely organizational culture variables (X1), transformational leadership (X2), work motivation (X3) as independent, while employee performance as dependent. Data processing in this study was tested using the SPSS version 24 statistical application. This data analysis technique uses instrument testing, classical assumption testing, multiple linear regression analysis, F test, t test, and R2 determinant coefficient.

RESULTS AND DISCUSSION

A. Descriptive Analysis Results

Respondents in this study were all employees at UD. Jawa Madura totaling 67 respondents. The following is a presentation of the characteristics of all respondents in the Company:

Table 1
Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	58	86.6	86.6	86.6
	WOMAN	9	13.4	13.4	100
	Total	67	100	100	

Source: SPSS Output Data (processed by the author)

Table 2
Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	24-34 YEARS	39	58.2	58.2	58.2
	35-45 YEARS	24	35.8	35.8	94
	> 46 YEARS	4	6	6	100
	Total	67	100	100	

Source: SPSS Output Data (processed by the author)

Table 3
Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SENIOR HIGH SCHOOL	64	95.5	95.5	95.5
	S1	3	4.5	4.5	100.0
	Total	67	100.0	100.0	

Source: SPSS Output Data (processed by the author)

After collecting data from respondents in the form of questionnaires distributed to 67 respondents directly to all employees working at UD. Jawa Madura, then the data will be processed through several stages of data analysis. Data analysis in this study uses the help of the SPSS version 24 program to facilitate the process and to facilitate data processing in order to explain the results of respondents from the variables studied.(I. 2012. AAM with PISY Ghozali & Diponegoro., nd)

Descriptive research variables

Descriptive analysis is conducted to interpret the average value (mean) of each variable indicator, with the aim of providing a picture of the respondents' perception of each indicator. The assessment categories for each indicator are arranged as follows:

- Low: mean value 1.00-2.33
- Medium: mean value 2.34-3.67
- Height: mean value 3.68-5.00

Table 4. *Descriptive variables of organizational culture*

	Indicator	Mean
X1.1	Leaders provide opportunities to ask questions and provide input regarding employee performance.	4.28
X1.2	The leader always gives me support	4.24
X1.3	I am able to maintain communication with each other.	4.06
X1.4	The leader always controls my work results	4.16
X1.5	Leaders are able to provide rewards that are appropriate to the workload or existing targets.	4.13
X1.6	Leaders provide opportunities for individual initiative	4.07
X1.7	Leaders can work together with subordinates	4.06
X1.8	I completed a workload that was not in accordance with the field assigned to me	4.06

Source: SPSS Output Data (processed by the author)

From the table above, it can be seen that the majority of respondents' answers

are millennials aged 24-34 years, where the character of the millennial generation towards organizational culture is open to cultural differences, and does not adhere to a hierarchy (level of power) and the highest average value in organizational culture is (4.28) with indicator X1.1 "leaders provide opportunities to ask questions and provide input regarding employee performance" where in indicator Y.7 "I help my superiors by providing suggestions to improve leader performance" from these results it can be concluded that the organizational culture in the company does not affect employee performance. because employees at UD. Jawa Madura already have applications that are more dominant in their performance, such as having employees help leaders to provide suggestions, then the leader should know what is expected by employees.

Table 5 *Descriptive variables of transformational leadership*

	Indicator	Mean
X2.1	Leaders are able to provide motivation and set work standards.	4.09
X2.2	Leaders are able to provide inspiration in solving problems	4.27
X2.3	The leader is able to appreciate my performance results	4.19
X2.4	The leader is able to respect me	4.18
X2.5	The leader cares about me	4.24
X2.6	Leaders are able to demonstrate charismatic leadership	4.19
X2.7	The leader appreciates my ideas	4.19
X2.8	Leaders are able to provide explanations and understanding.	4.36

Source: SPSS Output Data (processed by the author)

From the table above, it can be seen that the majority of respondents' answers are millennials aged 24-34 years, where the characteristics of the millennial generation are supportive at work and the highest average value for transformational leadership is (4.36) with indicator X2.8 "leaders are able to provide explanations and understanding" where in indicator Y.8 "I am able to work according to SOP" from these results it can be concluded that transformational leadership in the company does not affect employee performance. because employees at UD. Jawa Madura already have an applied SOP that is more dominant in their performance if there is a leader who gives tasks that are not in accordance with the SOP in force in the company, employees will also find it difficult to adapt to what the leader wants.

Table 6 .Ddescriptive work motivation variables

	Indicator	Mean
X3.1	I feel satisfied if my work is correct and finished on time.	4.15
X3.2	I work with a full sense of responsibility	4.12
X3.3	I like working with companies that provide incentives for exceeding targets	4.18

X3.4	I feel motivated to do the job properly according to the target.	4.12
X3.5	I feel satisfied if I receive a bonus according to my performance or target results.	4.12
X3.6	I am ready to work overtime if there is work that has not been completed	4.12
X3.7	I feel happy when I accept the work challenges given by the leader.	4.06
X3.8	I like working for a company that provides career advancement for those who have the ability.	4.15
X3.9	The tasks and responsibilities given by the leader are in accordance with my education and abilities.	4.13

Source: SPSS Output Data (processed by the author)

From the table above, it can be seen that the respondents' answers are mostly millennial generation workers aged 24-34 years, where the characteristics of the millennial generation towards work motivation are cooperative and more flexible. The highest average value was obtained on indicator X3.3 "I like working with companies that provide incentives if they exceed the target" with a value of 4.18. Meanwhile, the lowest value, which is 4.06, is on the indicator "I feel happy if I accept the work challenges given by the company." From these results, it can be seen in indicator Y.4 "I am able to take responsibility for my work" so it can be concluded that employees show that variable X3 (work motivation) has an influence on employee performance at UD. Jawa Madura

*Table 7 . D*descriptive employee performance variables

	Indicator	Mean
Y.1	I do the work according to the quantity given	4.00
Y.2	I am able to meet the specified quality	4.04
Y.3	I have the creativity to get the job done	3.97
Y.4	I am able to take responsibility for my work	4.09
Y.5	I am willing to collaborate with colleagues	4.22
Y.6	I am disciplined about working hours	4.22
Y.7	I help the boss by giving suggestions for improving the leader's performance.	4.19
Y.8	I am able to work according to SOP	4.30

Source: SPSS Output Data (processed by the author)

From the table above, it can be seen that the respondents' answers are mostly workers, namely the millennial generation aged 24-34 years, in the employee performance variable, the highest average value is obtained in the indicator "I am able to work according to SOP" with a value of 4.30. Meanwhile, the lowest value, namely 3.97, is found in the indicator "I have the creativity to complete the work." From these results, it can be concluded that employees. shows that the Y variable (employee performance) has an influence on employee

performance in the company. Because work motivation is in line with the indicators and the results are in accordance with what employees expect at UD. Jawa Madura

1. Instrument Test Results

Instrument testing is conducted to test the feasibility of the instrument or measuring tool used in a study. Instrument testing in this study tests the questionnaire used as a measuring tool using validity and reliability tests.

a. Validity Test Results

Validity test is conducted to determine whether the questionnaire used is suitable for use so that it can produce accurate data in accordance with the purpose of its measurement, validity test shows the extent to which the measuring instrument used measures what is to be measured, an instrument can be said to be valid if it is able to measure what is desired and reveal data from the variables being studied accurately, validity test is conducted by comparing the calculated r value with the table r value with degree of freedom (df) = n - 2 with alpha 0.05. If the calculated r value is greater than the table r then the questionnaire items are said to be valid, and vice versa if the calculated r value is smaller than the table r then the item is invalid.

Based on the analysis that has been carried out, the results of the validity test for all items of the organizational culture variable statement (X1) using the r table can be seen in the following table:

TABLE 3.1
RESULTS OF VARIABLE VALIDITY TESTING
ORGANIZATIONAL CULTURE(X1)

Variables	Statement Indicator	r count	r table	Information
Organizational Culture (X1)	X1.1	0.529	0.2404	Valid
	X1.2	0.253	0.2404	Valid
	X1.3	0.423	0.2404	Valid
	X1.4	0.601	0.2404	Valid
	X1.5	0.624	0.2404	Valid
	X1.6	0.346	0.2404	Valid
	X1.7	0.537	0.2404	Valid
	X1.8	0.321	0.2404	Valid

Source: SPSS Output Data (processed by the author)

It can be seen from the table that each statement indicator is able to represent the organizational culture variable (X1), because it can be seen that all

research variable items have a calculated r > r table, namely at a significance level of 0.05 using a sample of 67 respondents (n = 67), the r table value with degree of freedom (df) = 67 - 2 = 65 and produces an r table0.2404so it can be concluded that all indicators are valid.

Furthermore, the results of the validity test on all items of the transformational leadership variable statement (X2) using the r table can be seen in the following table.

TABLE 8
RESULTS OF VARIABLE VALIDITY TESTING
TRANSFORMATIONAL LEADERSHIP(X2)

Variables	Statement Indicator	r count	r table	Information
Transformational Leadership (X2)	X2.1	0.471	0.2404	Valid
	X2.2	0.314	0.2404	Valid
	X2.3	0.510	0.2404	Valid
	X2.4	0.346	0.2404	Valid
	X2.5	0.359	0.2404	Valid
	X2.6	0.265	0.2404	Valid
	X2.7	0.520	0.2404	Valid
	X2.8	0.285	0.2404	Valid

Source: SPSS Output Data (processed by the author)

It can be seen from the table that each statement indicator is able to represent the transformational leadership variable (X2), because it can be seen that all research variable items have a calculated r > r table, namely at a significance level of 0.05 using a sample of 67 respondents (n = 67), the r table value with degree of freedom (df) = 67 - 2 = 65 and produces an r table0.2404so it can be concluded that all indicators are valid. Furthermore, the results of the validity test on all items of the work motivation variable statement (X3) using the r table can be seen in the following table:

TABLE 9
RESULTS OF VARIABLE VALIDITY TESTING
WORK MOTIVATION(X2)

Variables	Statement Indicator	r count	r table	Information
Work Motivation (X3)	X3.1	0.604	0.2404	Valid
	X3.2	0.447	0.2404	Valid

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	X3.3	0.363	0.2404	Valid
	X3.4	0.476	0.2404	Valid
	X3.5	0.657	0.2404	Valid
	X3.6	0.660	0.2404	Valid
	X3.7	0.264	0.2404	Valid
	X3.8	0.259	0.2404	Valid
	X3.9	0.298	0.2404	Valid

Source: SPSS Output Data (processed by the author)

It can be seen from the table that each statement indicator is able to represent the work motivation variable (X3), because it can be seen that all research variable items have a calculated r > r table, namely at a significance level of 0.05 using a sample of 67 respondents (n = 67), the r table value with degree of freedom (df) = 67 - 2 = 65 and produces an r table0.2404so it can be concluded that all indicators are valid.

Furthermore, the results of the validity test on all employee performance variable statement items (Y) using the r table can be seen in the following table:

TABLE 10
RESULTS OF VARIABLE VALIDITY TESTING

Employee Performance (Y)

Variables	Statement Indicator	r count	r table	Information
Employee Performance (Y)	Y.1	0.357	0.2404	Valid
	Y.2	0.255	0.2404	Valid
	Y.3	0.315	0.2404	Valid
	Y.4	0.366	0.2404	Valid
	Y.5	0.348	0.2404	Valid
	Y.6	0.601	0.2404	Valid
	Y.7	0.442	0.2404	Valid
	Y.8	0.532	0.2404	Valid

Source: SPSS Output Data (processed by the author)

It can be seen from the table that each statement indicator is able to represent the employee performance variable (Y), because it can be seen that all research variable items have a calculated r > r table, namely at a significance level of 0.05 using a sample of 67 respondents (n = 67), the r table value with degree of freedom (df) = 67 - 2 = 65 and produces an r table0.2404so it can be concluded that all indicators are valid.

b. Reliability Test Results

Reliability is a tool to measure an instrument which is a construct or

variable measurement tool. A reliable instrument is an instrument that when used several times to measure the same object, will produce the same data. The tool to measure reliability is Cronbach Alpha, where a measuring instrument is said to be reliable if the Cronbach Alpha value is equal to or greater than 0.6. The results of the reliability test by comparing the Cronbach Alpha values can be seen in the following table:

TABLE 11
Reliability Test Results

No.	Variables	Cronbach Alpha Value	Reliability	Information
1.	**Organizational Culture (X1)**	0.666	0.6	Reliable
2.	**Transformational Leadership (X2)**	0.600	0.6	Reliable
3.	**Work Motivation (X3)**	0.676	0.6	Reliable
4.	**Employee Performance (Y)**	0.611	0.6	Reliable

Source: SPSS Output Data (processed by the author)

Based on the table, it shows that all of the statement item variable indicators used in the questionnaire of this study have a Cronbach Alpha value above 0.6. So the questionnaire used in this study is declared reliable and suitable for use as a measuring tool.

2. *Classical Assumption Test Results*

The classical assumption test in this study was conducted to test the feasibility of the multiple regression model used. Because the independent variables in this study were more than one and used parametric methods, a classical assumption test was conducted which included: normality test, multicollinearity test, and heteroscedasticity test.(I. 2016. AAMDPIS 23 (8th Edition). Ghozali & Diponegoro, nd)

a. **Normality Test Results**

The normality test aims to test whether a regression model used, namely the independent variable and the dependent variable, or both, are normally distributed or not.

In this test using a graphical approach, namely the Normal PP Plot of standard regression graph, with the condition that if the data is spread around the diagonal line and follows the direction of the diagonal line then the regression model meets the normality assumption. If the data is spread far from the diagonal

line and does not follow the diagonal line, then the regression model does not meet the normality assumption, the results of the normality test using the Probability Plot Graph can be seen in the following figure:

FIGURE 1
NORMALITY TEST RESULTS PROBABILITY PLOT GRAPH

Normal P-P Plot of Regression Standardized Residual
Dependent Variable: KINERJA KARYAWAN
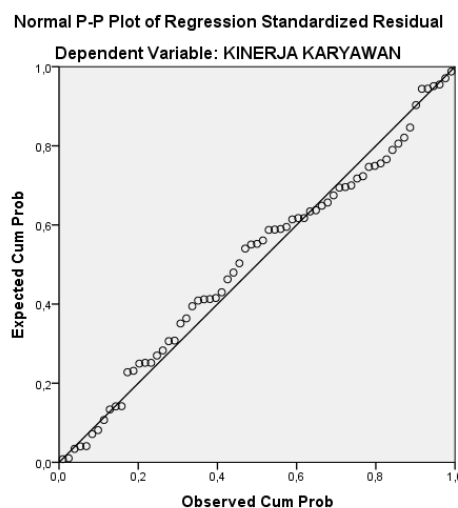
Source: SPSS Output Data

Based on the image, it can be seen that the points are spread following the direction of the diagonal line, thus indicating that the existing data is normally distributed or the regression model is normally distributed.

b. Multicollinearity Test Results

The multicollinearity test aims to test whether the regression model finds a correlation between independent variables. A good regression model should not have a correlation between independent variables. Symptoms of multicollinearity can be seen from the Tolerance value and the Variance Inflation Factor (VIF) value.

If the Tolerance value is above 0.1, which means there is no correlation between independent variables, and has a VIF value below 10, then it can be concluded that the regression model does not experience multicollinearity.

The results of the multicollinearity test conducted using the Tolerance and VIF methods can be seen in the following table:

TABLE 12
Multicollinearity Test Results

FREE VARIABLE	COLLINEARITY STATISTICS	
	TOLERANCE	VIF
Organizational Culture (X1)	0.782	1,278

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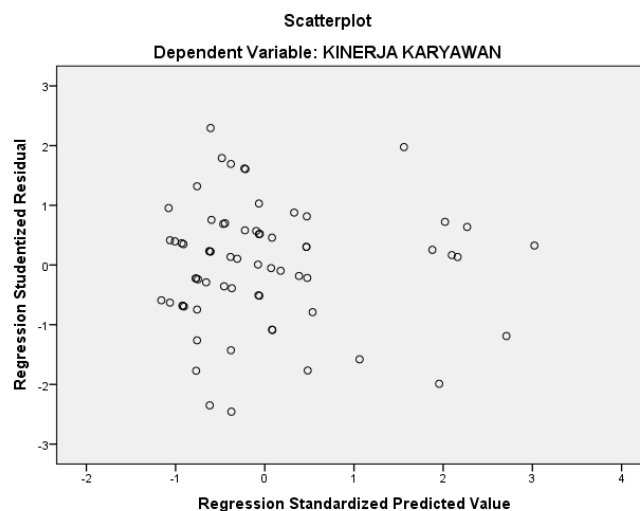|		
Transformational Leadership (X2)	0.873	1,146
Work Motivation (X3)	0.695	1,438

Source: SPSS Output Results (processed by the author)

Based on the table, it can be seen that the calculation result of the Tolerance value of the organizational culture variable (X1) is 0.782, which means it is still above 0.1, the transformational leadership variable (X2) is 0.873, which means it is still above 0.1, the work motivation variable (X3) is 0.695, which means it is still above 0.1 and the VIF value of the organizational culture variable (X1) is 1.278, which is still below 10, the VIF value of the transformational leadership variable (X2) is 1.146, which is still below 10, the VIF value of the work motivation variable (X3) is 1.438, which is still below 10. Thus, it can be stated that this regression model does not show symptoms or does not experience multicollinearity between the independent variables.

c. Results of Heteroscedasticity Test Analysis

A good regression model is one that is homoscedastic or does not have heteroscedasticity. To detect the presence or absence of heteroscedasticity, the author uses a Scatterplot Graph that uses the predicted value of the dependent variable, namely ZPRED with its residual SRESID, where if there is a certain pattern such as dots that form a wavy pattern, widening then narrowing, then heteroscedasticity occurs, but if there is no clear pattern and the dots spread above and below the number 0 on the Y axis, then heteroscedasticity does not occur.(I. 2018. AAMDPIS 25 (9th Edition). Ghozali & Diponegoro., nd). The results of the heteroscedasticity test using the Scatterplot Graph can be seen in the following image:

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FIGURE 2
HETEROSCEDASTICITY TEST RESULTS SCATTERPLOT
GRAPH

Source: SPSS Output Data

Based on the image, it can be seen that the points are not evenly distributed or do not form a clear pattern, and it can be seen that the points are distributed above and below 0 on the Y axis, so it can be concluded that there are no symptoms or that heteroscedasticity does not occur.

3. *MULTIPLE LINEAR REGRESSION TEST RESULTS*

Multiple linear regression analysis is a regression that has one dependent variable and two or more independent variables in the analysis model.(I. 2018. AAMDPIS 25 (9th Edition). Ghozali & Diponegoro., nd)used in this study are as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 + e$$

Information :
Y = Employee Performance Variable
α = Constant
β_1 = Regression coefficient of the Organizational Culture variable
X1 = Organizational Culture Variable
β_2 = Regression coefficient of transformational leadership variable
X2 = Transformational leadership variable
β_3 = Regression coefficient of work motivation variable
X3 = Work motivation variable
e = Error rate

The results of the multiple linear regression test using the analysis model formulation can be seen in the following table:

TABLE 12

Multiple Linear Regression Test Results

Model	Coefficient (B)
Constant (α)	21,256
Organizational Culture (X1)	-0.12
Transformational Leadership (X2)	-0.004
Work Motivation (X3)	0.428

Source: SPSS Output Results (processed by the author)

Based on the table, the coefficient values for viewing the multiple linear regression equation can be seen as follows:

Y = 21.256 - 0.120X1 - 0.004X2 + 0.428X3

The regression equation above can be explained as follows:

a) The constant value (α) obtained is 21.256, which means that if the independent variable has a value of 0 (constant), then the dependent variable is 21.256.

b) The regression coefficient value of the organizational culture variable (X1) is negative (-) at 0.12, which means that if the variable (X1) increases, the variable (Y) will decrease, and vice versa.

c) The regression coefficient value of the transformational leadership variable (X2) is negative (-) at 0.004, which means that if the variable (X2) increases, the variable (Y) will decrease, and vice versa.

d) The regression coefficient value of the work motivation variable (X3) is positive (+) at 0.428, which means that if the variable (X3) increases, the variable (Y) will increase, and vice versa.

4. *Hypothesis Test Results*

Hypothesis testing is carried out to find out and analyze whether the hypotheses that have been made can be accepted or not. In this study, there are three (3) tests carried out, namely the t test, F test and determination coefficient test (R2).

a. **t-Test (Partial)**

The t-test is conducted to determine whether the independent variables includeorganizational culture(X1),transformational leadership(X2) andwork motivation (X3)partially affects the dependent variable Employee Performance (Y). In determining the t table df = n - k - 1, then 67 - 3 - 1 = 63 and the two-sided significance level is 0.025. The results obtained for the t table are 1.998. The results of the t test using the t table can be seen in the following table:

TABLE 13

t-Test Results (Partial)

Independent Variables	t count	Sig.	t table
Organizational Culture (X1)	-0.825	0.413	1,998
Transformational Leadership (X2)	-0.028	0.977	1,998
Work Motivation (X3)	2,267	0.027	1,998

Source: SPSS Output Data (processed by the author)

Based on the table, the results of the t-test can be seen as follows:
1) Variablesorganizational culture(X1) has a calculated t (-0.825) < t table (1,998) and a significant value of 0.413 > 0.05, then Ho is accepted and Ha is rejected, indicating that the variableorganizational culture(X1) partially has no significant effect on employee performance (Y).
2) Variablestransformational leadership(X2) has a calculated t (-0.028) < t table (1,998) and a significant value of 0.977 > 0.05, then Ho is accepted and Ha is rejected, indicating that the variabletransformational leadership(X2) partially has no significant effect on employee performance (Y).
3) Variableswork motivation (X3)has a calculated t (2,267) > t table (1,998) and a significant value of 0.027 < 0.05, then Ho is rejected and Ha is accepted, indicating that the variablework motivation (X3)partially has a significant effect on Employee Performance (Y).

b. F Test (Simultaneous)

The F test is conducted to determine whether the independent variables includeorganizational culture(X1),transformational leadership(X2) andwork motivation (X3)simultaneously affects the dependent variable of employee performance (Y). In determining the F table, a significance level of 0.05 is used with the formula:

df = n - k - 1 (n = number of samples), (k = number of independent variables)

Then df = 67 - 3 - 1 = 63. The result obtained for the F table is 2.75. The results of the F test using the F table can be seen in the following table:

TABLE 14

F Test Results (Simultaneous)

Model	F count	Sig.	F table
Regression	3,539	0.20	2.75

Source: SPSS Output Results (processed by the author)

Based on the table, the results of the F test can be seen, that the variableorganizational culture(X1), variabletransformational leadership(X2) and variableswork motivation (X3)has F count (3,539) > F table (2.75) and a significant value of 0.20 < 0.05, then Ho is rejected and Ha is accepted, indicating that the variableorganizational culture(X1), variabletransformational leadership(X2) and variableswork motivation (X3)simultaneously has a significant effect onemployee performance(Y).

c. Determinant Coefficient Test (R2)

The determination coefficient test (R2) aims to determine the percentage or how big the influence is.organizational culture,transformational leadershipAndwork motivationsimultaneously toemployee performance. The results of the determinant coefficient test (R2) using the Adjusted R Square value can be seen in the following table:

TABLE 15

RESULTS OF THE DETERMINANT COEFFICIENT TEST (R2))

Model	R	Adjusted R Square
1	0.380	0.103

Source: SPSS Output Data (processed by the author)

Based on the table, the R2 value obtained is0.103or 10.3%. This shows that the percentage of the variableorganizational culture(X1), variabletransformational leadership(X2) andwork motivation (X3)simultaneously has a significant effect onemployee performance(Y) of 10.3%. In other words, it can be concluded that the dependent variable isemployee performance(Y) is influenced by the independent variableorganizational culture(X1), variabletransformational leadership(X2) andwork motivation (X3)by 10.3% and the remaining 89.7% was influenced by other variables not examined in this study.

CONCLUSION AND SUGGESTIONS

Based on the results of the analysis, it can be concluded that organizational culture and transformational leadership, while work motivation partially and simultaneously have a positive and significant effect on employee performance at UD. Jawa Madura. Meanwhile, the results of this study also show that more dominant work motivation influences an employee's performance, so that the increasing work motivation carried out by the leader will further improve his performance.

Suggestions for researchers for further research are to expand and add respondents because this study only used several parts of the company as respondents. Furthermore, using other variables besides the variables used in this study to determine the percentage of influence of other variables.

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