

Leadership Style and Organizational Culture on Employee Performance through Motivation in PT. Angkasa Pura 1 Unit Airport Rescue and Fire Fighting Sultan Hasanuddin Maros International Airport

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Abstract

This study examines and analyzes the influence of leadership style and organizational culture on employee performance through motivation at PT Angkasa Pura 1 (Persero) Airport Rescue and Fire Fighting (ARFF) Sultan Hasanuddin Maros International Airport. The research design used in this study is an explanatory survey and path analysis with a quantitative approach to determine the direct and indirect effects on the variables studied. The population of this study was all employees at PT Angkasa Pura 1 (PERSERO) Airport Rescue and Fire Fighting (ARFF) Sultan Hasanuddin Maros International Airport, as many as 87 employees. The number of samples in this study using saturated models or a total sampling of 87 pieces. The selection of this research was conducted using the entire sampling technique or saturated sample, where the determination of the sample is based on a large population. The results showed that Leadership Style and Organizational Culture Toward Employee Performance Through Motivation at PT Angkasa Pura 1 (Persero) Unit Airport Rescue and Fire Fighting (ARFF) Sultan Hasanuddin Maros International Airport.

Keywords

Leadership Style, Organizational Culture, Motivation, and Employee Performance

1. Introduction

Economic mobilization affects the increasing mobility of people and goods, either by land, sea, or air. This increased transportation and frequency of transportation traffic, especially flights passing through Indonesia, because Indonesia's territory is classified as strategic on international and national transportation routes.

Indonesia is one of the regions that is often traversed by international flight and shipping routes. Indonesia's vast airspace and sea areas provide an advantage in flight routes for Southeast Asia and Australia routes. With such conditions, to improve the smoothness and quality of air transportation services, the implementation in the field is

supported by several factors, one of the supporting factors where the management of airport services is presented to PT. Angkasa Pura I and PT. Angkasa Pura II.

In addition, Indonesia has many international airports, such as from east to west of Indonesia. Indonesians use of flights increased as flight numbers in territory increases. PT. Angkasa Pura I is one of the State-Owned Enterprises (SOEs) that conducts business in airport services and has a responsibility in managing some of Indonesia's vital infrastructure of air transportation. Airport Long Term Plan (CPR, 2019-2023).

PT. Angkasa Pura I is a service manager in Eastern Indonesia, with a vision to be a hub of the world more than just an airport operator with the advantages of Indonesian services. In handling aviation accidents, human endangerment conditions, and natural disasters, Airport Rescue and Fire Fighting (ARFF) has a role as stated in its duties and functions. This is to save lives and property from an aircraft with an incident or accident at the airport and its surroundings and prevent, control, extinguish fires, protect people and goods threatened by fire at facilities in the airport. (KP.14 of 2015). As a form of service to the airline, PT. Angkasa Pura 1 is obliged to provide services to airlines in the form of Airport Rescue and Fire Fighting Service (ARFF) to ensure safety efforts in the event of an aircraft accident.

In implementing the duties and functions of the Aviation Accident Relief and Fire Department (PKP-PK), the priority of efforts is to prevent aviation accidents that prioritize the safety of human life. In realizing the implementation of these tasks and functions, it must be supported by good equipment/vehicles and always ready for operation, skilled personnel, and always prepared as standard operation procedures (SOP) by applicable regulations.

Airport Rescue and Fire Fighting (ARFF) is a Unit / Service that handles Relief in aviation accidents, where conditions endanger people and threatened fire hazards at facilities at the airport. The function of the Airport Rescue and Fire Fighting Office (ARFF) is to carry out the preparation of raff's work plans and programs, Implementation of Airport Rescue and Fire Fighting (ARFF) standby continuously for 24 (twenty-four) hours every day, implementation of continuous communication standby for 24 (twenty-four) hours every day, serving emergency service calls, Deployment and Control of Aviation accident operations, Implementation of vehicle maintenance and equipment Airport Rescue and Fire Fighting (ARFF), Implementation of cooperation in the field of Airport Rescue, Management of facilities and infrastructure Airport Rescue and Fire Fighting (ARFF) ; Carrying out prevention and protection on fire hazards, the implementation of light fire extinguisher checking (Apar) throughout the airport area, the performance of corporate, home affairs, staffing, finance, tabletop Exercise training is a type of strategy simulation exercises conducted indoors to test the ability of personnel in making decisions in connection with their activities and firefighting.

Implementation of Special Scale Exercise (Partial Exercise) is a form of training/trial document emergency as management plan involves committee members in the airport and carried out to test all facilities, procedures, and competencies of related personnel to deal with the actual emergency/standby. A modular Exercise is a form of training/trial document emergency as management plan based on the training module that has been determined and involves some of the committee members either at the airport or around the airport. Full-Scale Exercises is a form of training/trial document emergency as management plan involving all members of the committee and implemented to test all facilities, procedures, and competencies of related personnel to deal with the actual emergency/standby. Based on these tasks and functions supported by employee resources, facilities than did strategic planning with Airport Rescue and Fire Fighting (ARFF) " Response Time, the action time is not more than 3 minutes to each area of aircraft movement (Movement Area) in the handling of Aircraft Accident".

To realize Airport Rescue and Fire Fighting (ARFF) vision, it takes professional, responsible, fair, honest, and competent employee resources in their fields (KP. 002. 2012). Human Resources (HR) that is expected is human resources that have an excellent organizational culture to achieve the same goals, beliefs, and values both government/public and private. The culture of the organization alone is not enough to be equipped with professional leadership, leadership is the ability of a person to influence others (employees) so that employees will do the leader's will. However, personally, it may not be favored. This has meaning: first, the leader in the organization, second, the participation as an essential element in running the leadership, third, his ability to change the egocentrism of the employees into a centrist organization.

Organizational culture and leadership owned by employees must be based on high work motivation stated that motivation is a factor that encourages a person to do a particular activity. Therefore, motivation is often interpreted as a driving factor of one's behavior. Every action performed by a person must have a driving factor in one's behavior. Therefore, the driving factor of a person to achieve a particular activity, in general, is the needs and desires of that person.

The phenomenon at the ARFF Sultan Hasanuddin Maros encountered the Implementation of Job Description unit is still not optimal. The supervision of the refueling process carried out by the Airport Operation Airside Section led to the non-implementation of the regulation of the Director-General of Air Transportation KP 14 the Year 2015. It is on Technical Standards and Operations of Civil Aviation Safety Regulation Part 139 (Manual of Standard CASR Part 139) Volume IV Aviation Accident and Fire Rescue Service (PKP-PK) Chapter XIV A number 1 b.

In addition, the motivation of work owned by employees is high but less supported with supporting equipment in the event of an airplane accident. The high level of employee absence every month, Mastery of theory in handling accidents has been good (Nath et al., 2021; Suharyanto et al., 2021; Umanailo et al., 2021). Still, the lack of familiarity's aircraft is characterized by the number of new aircraft types, so raff employees do not understand the aircraft rescue chart. Lack of supervision in the enforcement of regulations to improve employee discipline When viewed from MSDM such as leadership, the leader of PT Angkasa Pura throughout Indonesia is different because the background/experience is different from the led.

In handling PT, Angkasa Pura still feels a lack of good in terms of knowledge, skills, and discipline. In general, PT Angkasa Pura 1 Unit Airport Rescue and Fire Fighting (ARFF) Sultan Hasanuddin Maros International Airport has high motivation. However, It is not supported by the availability of facilities and infrastructure that is still lacking in ARFF Units' task, which eventually the cause becomes slack. In addition, internally, the organization still has Employees of the Airport Rescue and Fire Fighting Unit (ARFF) who are not appropriate working hours / undisciplined. There is still regular work delayed, so the work procedures are also neglected.

In addition to the above phenomenon, there is still a lack of personnel at Airport Rescue and Fire Fighting (ARFF) Angkasa Pura 1. The results in employees' performance less than optimal affect the loss of life and property in aircraft accident/ aircraft accidents. Sultan Hasanuddin airport falls into Class 8 airport for PKP-PK category where the number of personnel in class 8 category is 25 people per shift x 4 shifts = 100 people. However, the facts in the UNIT PKP-PK Sultan Hasanuddin Airport only amounted to 87 people. There is a difference in the number of employees as many as 13 people by the regulatory standards of the Directorate General of Air Transportation KP 14 the Year 2015 concerning technical standards and Operations of civil aviation safety regulations Part 139 (Manual of Standard Cash Part 139) Volume IV Aviation Accident And Fire Rescue Service (PKP-PK).

2. Literature Review

Luthans defines leadership style as a way of influencing others or subordinates as much as possible so that the person is willing to do the will of a leader to achieve the goals of the organization even though personally it may not be favored. According to Rivai, leadership style is how a leader can influence subordinates to achieve organizational goals (Rivai, 2014). It can also be said that leadership style is a pattern of behavior and strategy that is favored and often applied by a leader. According to Hasibuan, the leadership style is a way for leaders to influence their subordinates, work together and work productively to achieve organizational goals (Hasibuan, 2013).

According to Tampubolon, Leadership style is behavior and strategy because of a combination of philosophy, skill, traits, attitudes, which a leader often applies when he tries to influence the performance of his subordinates. Tampubolon explained the leader should understand what is being of all efforts in the group (Ervina et al., 2019; Novitasari et al., 2019; Rumaolat et al., 2019). A leader encourages the group to go in that direction. Of course, this relates to motivation and all implications, separating far possible the intrinsic needs of the group and fostering the leader's personal power to be organized by his subordinates. Based on some of the opinions above, the researchers concluded that leadership style is how the leader can influence his employees to cooperate as expected by a leader.

Bob Sabran and Devri define "organizational culture" as three things: first, a culture is a perception, not something that can be physically touched or seen, but employees accept and understand it through what they experience in the organization. Second, the organization's culture is descriptive, about how members receive and interpret the culture, regardless of whether they like it. Lastly, although individuals within the organization have different backgrounds and

work at different levels of the organization, they tend to interpret and express the organization's culture in the same way. This is the aspect of mutual acceptance.

Suwarto and Koesharto stated that: In general, a company or organization consists of several people with diverse backgrounds, personalities, emotions, and egos (Jannah et al., 2019; Lionardo et al., 2020; Yusuf et al., 2019). The summation and interaction of these people shaped the culture of the organization. Simply put, organizational culture can be defined as the unity of people who have the same goals, beliefs, and values. According to Gibson, Ivanic, and Donnelly define the organization's culture as beliefs, deals, and precepts shared by all organization members that form and influence attitudes and instructions in solving problems.

From some opinions above, researchers concluded that the culture of the organization is the core beliefs and values of an organization that is believed, imbued, and carried out by all members in doing a job as an appropriate method to understand, feel, think about a problem so that it will become a rule in the organization. The organization's culture must be well understood by each member of the organization to be in line with the organization's objectives.

Merihot suggests that motivation is the factor that directs and encourages one's behavior or desire to do an activity expressed in the form of hard effort. In addition, Robbins & Judge suggest that motivation is a process performed by individuals striving to achieve goals, covering three essential elements: intensity, direction, and persistence.

Robbins & Judge suggest that motivation is a process done by individuals who strive to achieve goals, including three essential elements: intensity, direction, and perseverance. In addition, According to Gito Sudarmo, motivation is a factor that encourages a person to do a particular activity (Sudarmo, 2015). Therefore, motivation is often interpreted as a driving factor of one's behavior. Every action performed by a person must have an element that drives the movement. The driving factor of a person to achieve a particular activity, in general, is that need. Based on some opinions, researchers concluded that a sense of motivation is encouragement and encouragement that can cause feelings either from within yourself or from outside to do something in achieving a goal.

Performance is the achievement or performance of a person about the tasks imposed on him (Mangkunegara, 2016) understanding performance results from work in quality and quantity achieved by an employee or an employee in the performance of his duties according to the responsibilities given to him. Another opinion described by Irham states that performance results from an organization both profit-oriented and nonprofit oriented produced over a period. according to Marwansyah on the same occasion (Prahawan 2014).

3. Method

This research approach uses a quantitative research approach which is research used to answer problems through careful measurement techniques of examined variables. The quantitative method is a type of research based on the philosophy of positivism. This method is used to study specific populations or samples through data collection using research instruments analyzed quantitatively/statistics to test established hypotheses.

4. Result and Discussion

The purpose of path analysis is to consider the direct and indirect influence. Based on the results of regression, conclusions are analyzed thoroughly (Table 1).

Table 1. Hypothesis Test Results

Dependent Variables	Variable Independent	Std. Error	Standardized Coefficient Beta	T-Count	Sig	Influence
Work Motivation	Leadership Style	0,47	0,234	2,251	0,027	+ Sig
	Organizational Culture	0,98	0,283	2,726	0,008	+ Sig
	Leadership Style	0,066	-0,212	-2,093	0,039	- Sig

Employee Performance	Organizational Culture	0,14	0,289	2,821	0,006	+ Sig
	Work Motivation	0,15	0,388	3,763	0,000	+ Sig

Source: Data processed, 2020

Based on the Table 1 of hypothetical test results, the description of the hypothesis test results is obtained as follows: H1: Leadership style has a positive and significant effect on work motivation; Based on the data processing data, the calculated t-value of the influence of leadership style on work motivation is 2,251 with a t-table value of 1,662 and a significance of 0.027. The coefficient of the path (B) of 0.105 is positive; thus, the calculated t-value is greater than the t-table ($2,251 > 1,662$), and the significance is less than 0.05 ($0.027 < 0.05$) with a positively marked coefficient-value so that it can be concluded H1 in this study can be accepted. That is, leadership style has a positive and significant effect on work motivation.

H2: Organizational culture has a positive and significant effect on work motivation; Based on the data processing data, the calculated t-value of the influence of leadership style on work motivation is 2,726 with a t-table value of 1,662 and a significance of 0.008. The coefficient of line (B) of 0.267 is positive, thus the calculated t-value is greater than the t-table ($2,726 > 1,662$), and the significance is less than 0.05 ($0.008 < 0.05$) with a positively marked coefficient-value, so it can be concluded that H2 in this study can be accepted. That is, the culture of the organization has a positive and significant effect on work motivation.

H3: Leadership style negatively and significantly affects employee performance; Based on the data processing data, it is known that the calculated t-value of the influence of leadership style on employee performance is -2,093 with a t-table value of 1,662 and a significance of 0.039. The coefficient-value of the path (B) is -0.212, marked negative; thus, the calculated t-value is greater than the t-table ($2,093 > 1,662$), and the significance is less than 0.05 ($0.039 < 0.05$) with a negatively marked coefficient-value, so it can be concluded that H3 in this study was rejected. That is, leadership style has a negative and significant effect on employee performance.

H4: Organizational Culture has a positive and significant impact on employee performance; Based on the data processing data, the calculated t-value of the influence of organizational culture on employee performance of 2,821 with a t-table value of 1,662 and significance of 0.006. The coefficient of the path (B) of 0.289 is positively marked. Thus, the calculated t-value is greater than the t-table ($2,821 > 1,662$), and the significance is less than 0.05 ($0.006 < 0.05$) with a positively marked coefficient-value, so it can be concluded H4 in this study can be accepted. That is, the organization's culture has a positive and significant effect on the performance of employees.

H5: Work motivation has a positive and significant effect on employee performance; Based on the data processing data, the calculated t-value of the effect of work motivation on employee performance was 3,763 with a t-table value of 1,662 and significance of 0.000. The coefficient of the path (B) of 0.564 is positive. Thus, the calculated t-value is greater than the t-table ($3,763 > 1,662$), and the significance is less than 0.05 ($0.000 < 0.05$) with a positively marked coefficient-value so that it can be concluded H5 in this study can be accepted. That is, work motivation has a positive and significant effect on employee performance. Furthermore, testing the mediation hypothesis or indirect influence on hypothesis 6 and hypothesis 7 can be done with a procedure developed by Sobel and known as the Sobel Test. Sobel test is done by testing the strength of indirect influence X to Y through M. Indirect influence X through M is calculated by multiplying the path X - M (a) with Line M - Y (b) or line ab. So, the coefficient $ab = (c' - c)$ is the influence of x on Y without controlling m. In contrast, c' is the coefficient of influence X against Y after controlling M. Standard error coefficients a and b are written with Sa and Sb . The magnitude of the indirect error standard is Sab .

Test results regarding the indirect influence are seen in the following Table 2:

Table 2. Indirect Influence Test Results

Path Coefficient	Standardized Coefficient Beta	Std Error
X1 Wed Y2	0,234	0,047
Y2 Wed Y1	0,388	0,15

X1 to Y2 to Y1	$0,234 \times 0,388 = 0,090$	-
X2 Wed Y2	0,283	0,098
X2 to Y2 to Y1	$0,283 \times 0,388 = 0,109$	-

H6: Leadership style has a positive and significant effect on employee performance through work motivation; In finding out the indirect influence, the Sobel test is used. From the data processing results, the calculated t-value of the impact of leadership style on employee performance through employee work motivation is 2.26 with a t-table value of employee performance 1,662. Thus, the calculated t-value is greater than the t-table ($2.26 > 1,662$) with a positively more efficient-value, so it can be concluded that H6 in this study is acceptable. This means that leadership style has a positive and significant effect on employee performance through work motivation.

H7: Organizational culture has a positive and significant effect on employee performance through work motivation; In knowing the indirect influence, the Sobel formula is used to understand that the calculated t-value of the impact of organizational culture on employee performance through employee work motivation is 1.86 with a t-table value of 1,662. Thus, the estimated t-value is greater than the t-table ($1.86 > 1,662$) with a positively more efficient-value, so it can be concluded that H7 in this study is acceptable. This means that the organizational culture has a positive and significant impact on employee performance through work motivation.

From the results of the hypothesis, it can be described the results of the path analysis test with the following Figure 1:

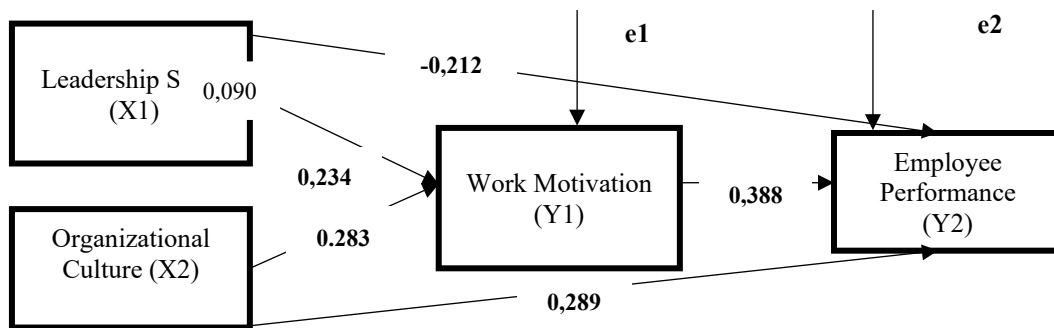


Figure 1. Path Analysis Results

5. Discussion

5.1 Influence of Leadership Style on Work Motivation

The results of the first hypothesis testing show that the leadership style strongly influences work motivation at PT Angkasa Pura 1 (PERSERO) Unit Airport Rescue and Fire Fighting (ARFF) Sultan Hasanuddin Maros International Airport. This shows that the better the leader's leadership style, the more it will increase the work motivation, and vice versa. If the leadership style is not good, then the employee's work motivation will also below.

It can be explained that the variables of leadership style, directive, consultative, participatory, delegation, and leadership style, increase employee work motivation. Leadership style is essential for employees at PT Angkasa Pura 1 (PERSERO) Unit Airport Rescue and Fire Fighting (ARFF) Sultan Hasanuddin Maros International Airport. The above leadership can increase employee work motivation. Leaders can increase the spirit of work to achieve high achievements by giving gifts or compliments, and leaders pay attention to employee conflict resolution.

In line with Sulitiyani's research, praise is seen as practical to increase the motivation of subordinates. By delivering some leadership praise to associates who have performed their duties well, then subordinates feel they have an essential contribution to the company. With the support of leaders to employees, employees will get a good work situation to increase work motivation towards the company.

5.2 Influence of Organizational Culture on Work Motivation

The second hypothesis test results show that the organizational culture strongly influences work motivation at PT Angkasa Pura 1 (PERSERO) Unit Airport Rescue and Fire Fighting (ARFF) Sultan Hasanuddin Maros International Airport. The healthier the organizational culture, work motivation will increase and vice versa. If the organization's culture is unhealthy, the work motivation will also be low.

Organizational culture is essential for the continuity of the company. Corporate culture plays a critical role in creating smoothness in all aspects that run in the company. Organizational culture is the foundation that contains norms, values, ways of working with employees, and habits that boil down to the quality of organizational performance. In creating a corporate culture, leaders need to be careful. The culture of the organization must be by the vision of the company's mission. This is useful so that the image of the company's mission can run well.

The organization's culture is in the environment of PT Angkasa Pura Sultan Hasanuddin Maros by regulation KP 14 No. 14 of 2015 is restored by its job desk. The Airport Rescue and Fire Fighting (ARFF) evaluate refueling and refueling aircraft at the airport, monitoring the process, and conducting inspections of refueling and refueling processes periodically. PT Angkasa Pura, I Sultan Hasanuddin Maros International Airport needs to procure MCP (Mobile Command Pos), which is equipped with facilities to move quickly at the location during emergencies.

PT Angkasa Pura I Sultan Hasanuddin Maros needs to increase the number of employees, especially in the Airport Rescue and Fire Fighting Unit (ARFF). There should be 100 people, namely 4 Shift X 25 people, and only 87 people who exist to date, so that there is a shortage of 13 people. If the number of employees set according to regulated standards, then the creation of good teamwork by KP 14.

This result is in line with the theory put forward by Robbins. The influence of teamwork factors is more dominant on the employee's work motivation. An employee in his work environment requires mutual respect, mutual help, and trust in carrying out his duties. The conducive social environment of the workplace is very influential in the spirit and motivation of employees in an organization. If the employee matches the organizational culture within the company, it will increase the employee's work motivation.

5.3 Influence of Leadership Style on Employee Performance

The results of the third hypothesis test show that the leadership style strongly influences the performance of employees at PT Angkasa Pura 1 (PERSERO) Unit Airport Rescue and Fire Fighting (ARFF) Sultan Hasanuddin Maros International Airport. This shows that the higher the leadership style, the lower the employee performance, and vice versa if the soft leadership style, then the employee performance decreases. This is because an ineffective leadership style will not give his subordinates good direction to achieve the goal. The leadership style can influence leadership style on employee performance embraced and applied by top management or leaders. This result is also supported by Rahmat H's research, which concluded that leadership style has a negative and significant effect on employee performance.

5.4 Influence of Organizational Culture on Employee Performance

The results of the fourth hypothesis test show that the organizational culture strongly influences the performance of employees at PT Angkasa Pura 1 (PERSERO) Unit Airport Rescue and Fire Fighting (ARFF) Sultan Hasanuddin Maros International Airport. This shows that the higher the organizational culture, the more it will improve the performance of employees, and vice versa. If the low culture of the organization, then the account is also joint.

Based on this, the company needs to improve its organizational culture by working hard to make its employees always happy. The leadership can maintain feelings in governing the workplace, set an example. So, employees comply with the company's rules and constantly remind the vision and mission of the company to employees so that employees feel proud when the company achieves its goals. The company leadership can also fairly treat its employees so that employees can work together in completing their work and in that way will create a good sense of kinship between one employee and another employee. Even the company culture is very influential, hopefully, the performance of its employees. A good corporate culture can make employees work to the maximum without feeling pressured and forced. This result is in line with the theory put forward by Robbins, saying a system of cultural values that grows stronger can spur the organization towards better development. The better the work culture, the higher the performance and the results, supported by Heru, which concluded that the organizational culture has a positive and significant effect on employee performance.

5.5 Effect of Work Motivation on Employee Performance

The results of the fifth hypothesis test show that work motivation strongly influences the performance of employees at PT Angkasa Pura 1 (PERSERO) Unit Airport Rescue and Fire Fighting (ARFF) Sultan Hasanuddin Maros International Airport. This shows that the higher the work motivation, the more improved the performance of employees, and vice versa if low work motivation, then low performance.

Motivation is the desire to strive to benefit others. Grant shows the degree to which employees' behavior contributes to organizational goals. employees will have more confidence in mission communication and trustworthy manager actions. This will allow employees to see how their work helps those who receive benefits and improve employee performance. In addition, the work environment is also no less important in achieving employee performance where the work environment affects employees in completing their work. These results are also in line with research conducted by Cahaya Setiawan. The results showed that Work Motivation has a significant impact on employee performance. In addition, the study. Then in the study showed work motivation significantly affects employee performance.

5.6 Influence of Leadership Style on Employee Performance Through Work Motivation

The six-hypothesis testing results show that the leadership style strongly influences employee performance through motivation at PT Angkasa Pura 1 (PERSERO) Unit Airport Rescue and Fire Fighting (ARFF) Sultan Hasanuddin Maros International Airport. This shows that the higher the leadership style will further increase the motivation of employees who will impact their performance.

The presence of leadership style to employee performance and work motivation is significant because the actions of a leader are a steering wheel for a company in passing the ups and downs of the company. Leadership style is a leader's technique in enforcing his employees, and employee motivation is a factor that cannot be taken lightly in a company. Although a leader has a good way of implementing leadership, most employees work, then it will not run properly. A leader who has technical ability will be a subordinate Anutan. He will be used as a reference of his subordinates about something they do not know to respect him. However, it does not necessarily require a leader to solve a complicated problem because of managing the organization. This is in line with research conducted by Siagian, that leadership is one's ability to influence others. In this case, the subordinates are so that others will do the leader's will even though personally (subordinates) it is not favored (Siagian, 2002).

5.7 Influence of Organizational Culture on Employee Performance Through Work Motivation

The results of the seventh hypothesis test show that employee performance is strongly influenced by organizational culture through motivation at PT Angkasa Pura 1 (PERSERO) unit of Airport Rescue and Fire Fighting (ARFF) Sultan Hasanuddin Maros International Airport. This shows that the better the organization's culture, the more motivation will increase employees who will impact employee performance.

Organizational culture becomes the determinant in an organization because, as it is known, the corporate culture is the organization's basic philosophy that contains beliefs, norms, and values that become the grip of all human resources in the organization in carrying out its performance. In realizing employees who have high motivation and performance of employees, a good organizational culture is required. This is in line with that the cause and culture of the organization have a significant influence.

Organizational culture can help employees' performance because it creates an excellent level of motivation for employees to give their best ability to take advantage of the opportunities provided by the organization. There is an interest between the culture of the organization and the performance of employees. The better the factors contained in the organization's culture, the better the culture of the organization, the better the understanding of employees. Employees who already understand the overall values of the organization will make those values an organizational personality. These values and beliefs will be realized daily to be an individual performance supported by existing resources.

6. Conclusions

From the result discussed above, it can be concluded that: The leadership style strongly influences work motivation at PT Angkasa Pura 1 (PERSERO) Unit Airport Rescue and Fire Fighting (ARFF) Sultan Hasanuddin Maros

International Airport. This shows that the better the leader's leadership style, the more it will increase the work motivation, and vice versa. If the leadership style is not good, then the employee's work motivation will also be low.

The organizational culture strongly influences work motivation at PT Angkasa Pura 1 (PERSERO) Unit Airport Rescue and Fire Fighting (ARFF) Sultan Hasanuddin Maros International Airport. The healthier the organizational culture work motivation will increase, and vice versa. If the organization's culture is unhealthy, the work motivation will also be low.

The leadership style strongly influences the performance of employees at PT Angkasa Pura 1 (PERSERO) Unit Airport Rescue and Fire Fighting (ARFF) Sultan Hasanuddin Maros International Airport. This shows that the higher the leadership style, the lower the employee performance, and vice versa. If the soft leadership style, then the employee performance decreases.

The organizational culture strongly influences the performance of employees at PT Angkasa Pura 1 (PERSERO) Unit Airport Rescue and Fire Fighting (ARFF) Sultan Hasanuddin Maros International Airport. This shows that the higher the organizational culture, the more it will improve the performance of employees, and vice versa. If the low culture of the organization, then the account is also joint.

The work motivation strongly influences the performance of employees at PT Angkasa Pura 1 (PERSERO) Unit Airport Rescue and Fire Fighting (ARFF) Sultan Hasanuddin Maros International Airport. This shows that the higher the work motivation, the more improved the performance of employees, and vice versa if low work motivation, then low performance.

The leadership style strongly influences employee performance through motivation at PT Angkasa Pura 1 (PERSERO) Unit Airport Rescue and Fire Fighting (ARFF) Sultan Hasanuddin Maros International Airport. This shows that the higher the leadership style will further increase the motivation of employees who will impact their performance.

Employee performance is strongly influenced by organizational culture through motivation at PT Angkasa Pura 1 (PERSERO) unit of Airport Rescue and Fire Fighting (ARFF) Sultan Hasanuddin Maros International Airport. This shows that the better the organization's culture, the more motivation will increase employees who will impact employee performance.

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