

THE INFLUENCE OF WORK CULTURE, WORK MOTIVATION, AND LEADERSHIP ON THE PERFORMANCE OF CHILD FRIENDLY INTEGRATED PUBLIC SPACE MANAGERS

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Received: June 6, 2023. **Revised:** June 12, 2023. **Accepted:** June 27, 2023. . **Issue Period:** Vol.7 No.3 (2023), Pp.492-502

Abstract: *The purpose of this study is to investigate how factors such as work culture, work motivation, and leadership influence the performance of managers working for Child-Friendly Integrated Public Spaces (RPTRA) in Jakarta in the year 2022. This research utilized a survey approach along with a technique known as purposive sampling. The managers of RPTRA in Jakarta made up the total of 75 participants that participated in the research. The data were examined with the assistance of the SPSS software package using a multiple linear regression analysis. The findings revealed that both the work culture and the leadership style of RPTRA managers in Central Jakarta in 2022 had a substantial impact on the performance of those managers. In the meantime, research shows that the level of job motivation of RPTRA managers in Jakarta in 2022 has no meaningful effect on their performance. In the same way, the performance of RPTRA managers is impacted by these three aspects simultaneously. It is possible to draw the following conclusion based on the findings of this study: RPTRA managers in Central Jakarta need to improve both their work culture and their work motivation in order to enhance their performance in managing child-friendly RPTRAs.*

Keywords: *Work Culture, Work Motivation, Leadership, Performance, Child Friendly Integrated Public Space (RPTRA)*

I. INTRODUCTION

The standard of public services is crucial in this age of accelerating globalization. Public space management, such as that of Integrated Public Spaces for Children (RPTRA), is one example of public service [1]. RPTRA is a community center with play areas, classrooms, and other resources for kids to use as they grow and develop. RPTRA is one of the government's top initiatives for bettering the delivery of public services [2].

By implementing the 10 Key Programs for Empowerment and Family Welfare and the Child-Friendly City Program, RPTRA are created [3]. RPTRA provides a safe and welcoming environment for people of all backgrounds to get together and foster social and emotional growth in their children. RPTRA was designed to serve the local community by being open to the public and situated in the heart of a residential area. The



DOI: 10.52362/jisamar.v7i3.1127

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RPTRA's amenities are accessible to people of all abilities, making it a great place to bring kids of all ages. In addition, parents may rest easy knowing their children are safe while they play and study at RPTRA because it is monitored by CCTV (closed circuit television) [4].

Community members are essential to the development, monitoring, and upkeep of the RPTRA. DKI Pemprov has installed 322 RPTRAs across all Kelurahan by the year 2022. The initial goal of 267 has been surpassed. The Regional Revenue and Expenditure Budget (APBD) paid for the construction of 254 RPTR units, while CSR contributions funded the construction of 68 additional units. There are 50 RPTRAs in the downtown Jakarta area that are the focus of this study. These RPTRAs are located in eight different sub-districts: Senen, Menteng, Johar Baru, Kemayoran, Sawah Besar, Cempaka Putih, Tanah Abang, and Gambir [5].

Slides, swing sets, seesaws, and other playground equipment are available at RPTRA, all of which have been constructed using specific plastic and metal components with the safety of children in mind. Kids can get some exercise on the futsal and badminton courts that are also available. RPTRA also features a composting facility and garden with a wide variety of plants. It is intended that this park at RPTRA would allow locals to take refuge in the refreshing shade of trees and grass and inspire future generations to protect the planet [6].

Efforts to enhance Jakarta's public services have made RPTRA management a priority. It is hoped that RPTRA would have a beneficial effect on the growth and happiness of Jakarta's youth as a public space created with them in mind. The difficulties in RPTRA management, however, call for serious consideration and effective action. It has been shown that.

The work culture is one of the aspects that influence the performance of RPTRA managers. A positive workplace culture can boost the morale, sense of belonging, and dedication of RPTRA managers. Moreover, job motivation elements have a significant influence in enhancing the performance of RPTRA managers. Strong work motivation can boost RPTRA management's productivity, creativity, and innovation. In addition, leadership is a crucial aspect of RPTRA management since it may motivate and drive RPTRA managers towards their intended objectives.

The results of this study are anticipated to provide significant information to relevant parties, particularly RPTRA managers and the Jakarta city government, for the purpose of enhancing the quality of RPTRA management that is child-friendly. In addition, the findings of this study can be used to design RPTRA programs in other areas that have a good effect on the development and welfare of children in Indonesia.

II. LITERATURE REVIEW

II.1. Work Culture

The term "work culture" refers to a set of shared assumptions about what it means to be successful in business and in life, and how those assumptions shape the way people behave in the workplace [7]. A company's culture has been developing since its first working unit or organization was founded. When an organization or work group encounters a situation that requires them to adapt to both internal and external changes, that's when a culture begins to take shape [8].

II.2. Work Motivation

Motivating factors in the workplace are those that foster positive feelings about doing one's job. Work motivation, as defined above, is what gets someone out of bed in the morning and gives them the drive to succeed at their job [9]. Inspiration at work has the power to unleash unlimited potential, birth lofty aspirations and the sublime, and strengthen bonds between coworkers. Motivation can be viewed in two ways: passively, as a need and a driver; and statically, as an active endeavor to mobilize the power and potential of an organization's personnel to achieve predefined goals in a productive manner [10].

II.3. Leadership

A leader is someone who is willing to move and direct difficult duties; leaders are the ones who are in the forefront of the struggle for change in an organization. Leadership, as defined by Rivai and Darsono, entails guiding a group of people toward common goals through communicating with them and inspiring them to



follow your lead [11]. Leadership is the practice of getting other people to accomplish what you want them to do through active persuasion and direction. An effective leader in any organization must be able to unite his or her subordinates around a common vision and mission, while also fostering cooperation, guiding employees toward their professional objectives, and inspiring them to give their all in the workplace [12].

II.4. Manager Performance

The manager's performance is the outcome of his efforts, measured against appropriate standards for the position. Performance as the actions, or lack thereof, of an organization's workers [13]. The term "performance" refers to the end result of an individual's or team's efforts to carry out the tasks assigned to them within an organization in a way that complies with all applicable laws and ethical standards. Performance is the outcome of work that can be accomplished by an individual or team within an organization, within the scope of their assigned duties and responsibilities, and within the context of efforts to achieve organizational goals in a way that does not violate the law and is morally and ethically sound [14]. Then, performance is behavior that has been evaluated in terms of its contribution to the goals of the organization [15]. A person's performance is their actions as measured against how well they help the organization reach its objectives

II.5. Frame Work

The electoral framework in this study describes the relationship of the independent variables, namely Work Culture (X_1), Work Motivation (X_2), Leadership (X_3) to the dependent variable Management Performance (Y). The following is a picture of the framework of this study:

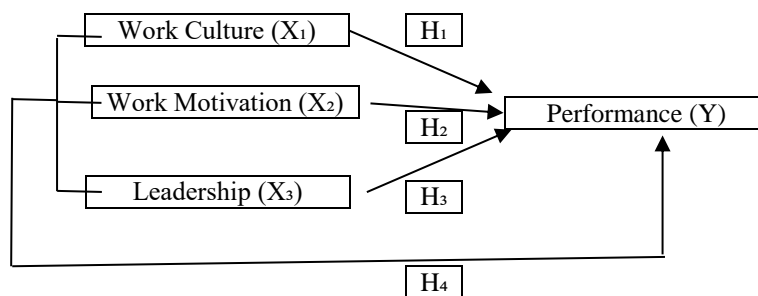


Figure II.1: Research framework

Hypothesis

H1: Work culture has an influence on performance

H2: Work motivation has an influence on performance

H3: Leadership has an influence on performance

H4: Work culture, work motivation, and leadership together have an influence on performance.

III. METHODS

This research falls under the category of quantitative descriptive survey research. Where academics will discuss and collect data on the effects of work culture, job motivation, and leadership on the performance of managers. This study employs associational research. The associative approach is a research method whose objective is to study the link between a variable and other variables [16]. The population of this study consisted of 300 RPTRA managers around the city of Jakarta. Using a technique of purposive sampling, this study's sample consisted of 75 participants. The obtained data consists of both primary and secondary data. Distribution of questionnaires yielded primary data, whereas secondary data sources included statistical data, government publications, libraries, online data, websites, and the internet. Using a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), a questionnaire was constructed to collect data in the form of a questionnaire (strongly agree). The acquired data was then analyzed by regression using the SPSS 25 for Windows software.



DOI: 10.52362/jisamar.v7i3.1127

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IV. RESULTS AND DISCUSSION

IV.1 Result

IV.1.1 Characteristics of Respondents

Information on the respondents, such as their gender, age, and length of employment, was gleaned from the questionnaires sent out to the general public. Details on the participants in this study are provided in the tables below.

Table IV.1: Description of Respondents Data by Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	30	40.0	40.0	40.0
	Woman	40	60.0	60.0	100.0
	Total	75	100.0	100.0	

From the table above it is known that the respondents of this study consisted of 45 women (60%) and 30 men (40%). The percentage of managers between male employees and female employees is that the number of female managers is higher. This means that the characteristics based on gender of RPTRA managers are dominated by women, but both men and women have opinions regarding work culture, work motivation, leadership and performance.

Table IV.2: Data of Respondents by Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	≤ 27 Years	20	26.7	26.7	26.7
	28 – 35 Years	25	33.3	33.3	60.0
	> 35 Years	30	40.0	40.0	100.0
	Total	75	100.0	100.0	

The table above shows that RPTRA managers consist of various age characteristics, from young to old. This means that RPTRA managers are dominated by one characteristic of age 35 years and over but from young to old have the same decision to have performance.

Table IV.3: Data of Respondents Based on Years of Service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 5 Years	51	68.0	68.0	68.0
	4 – 10 Years	24	32.0	32.0	100.0
	Total	75	100.0	100.0	

Based on the table above, it shows that most of the RPTRA managers have worked for under 5 years, namely 51 people (68%) and those with 5 to 10 years as many as 24 people or 32%. This shows that most of the RPTRA managers are new managers. However, they still have the same intention to improve performance.

IV.1.2 Validity Test

Before doing the actual study, the researcher ran a trial run with 75 participants, comparing the tcount (corrected item total correlation) value to the rtable. The validity test criterion is deemed valid if rcount is greater than rtable. On the basis of the measurement results, it is known that the validity test results for the question item variables work culture (X_1), work motivation (X_2), leadership (X_3), and management performance (Y) have the correct item value - total correlation rcount > rtable. It can be concluded that the four variables' question items are valid and usable.



IV.1.3. Reliability Test

Reliability test is the level of a research instrument's limitations. A trustworthy instrument is one that consistently produces the same data when used to measure the same object multiple times. The reliability test can demonstrate the consistency of the respondents' questionnaire responses. A variable is deemed dependable if its Cronbach Alpha is greater than 0.60. Table IV.4 displays the outcomes of the reliability test.

Table IV.4: Reliability Test Results

Variable	Cronbach Alpha	N of Items	Information
Work Culture (X_1)	0.818	7	Reliable
Work Motivation (X_2)	0.671	4	Reliable
Leadership (X_3)	0.938	12	Reliable
Performance (Y)	0.937	10	Reliable

Cronbach's Alpha values for all of the study's variables are above 0.60, as shown in the reliability analysis table. So, it follows that the values assigned to the variables in this study can be trusted. This study's questionnaire, which was designed to assess the dependability of a variable, turned up no red flags, clearing the way for further testing.

IV.1.4. Classic Assumption Test

IV.1.4.1 Normal test

In order to determine if the necessary conditions for the regression equation have been met, a normality test was performed using the P-Plot. The results of the data normality test are presented graphically, illustrating how close the data points are to the diagonal line. To illustrate, if the input data follows a normal distribution, the output points will cluster towards the diagonal. When data is from an atypical distribution, however, the points do not cluster in the middle of the graph (spread far from the diagonal line). An example of a P-Plot generated in SPSS 25 is shown below.

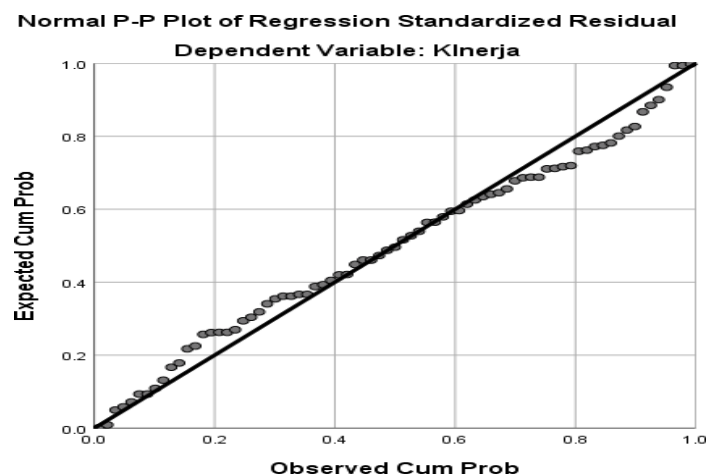


Figure IV.1: Normality Test Results

IV.1.4.2 Multicollinearity Test



In a multicollinearity test, the independent variables have a substantial mutual effect. Multicollinearity is a problem that needs to be avoided in order to have a decent multiple regression equation. The VIF (variance in factor) and tolerance values can be used to determine if there is a multicollinearity issue in a regression model. The following table displays the multicollinearity results from this regression model:

Table IV.5: Multicollinearity Test Results

Independent Variable	Tolerance	VIF	Information
Work Culture (X ₁)	0.590	1.694	No Happen Multicollinearity
Work Motivation (X ₂)	0.839	1.191	No Happen Multicollinearity
Leadership (X ₃)	0.681	1.469	No Happen Multicollinearity

Table IV.5 displays the processed findings, which demonstrate that no multicollinearity exists between the VIF and tolerance values used in this investigation. This is shown by the fact that neither variable has a VIF value greater than 10, and the tolerance value is significantly greater than 0.1. These findings suggest that there are no multicollinearity issues among the independent variables in the current regression model.

IV.1.4.3. Heteroscedasticity Test

The heteroscedasticity test was used to determine if the residual variance was normally distributed in a regression model. Heteroscedasticity occurs when there is a regular pattern. Heteroscedasticity does not exist if the data points are randomly distributed and there is no discernible pattern. Figure IV.2 displays the outcomes of doing the heteroscedasticity test.

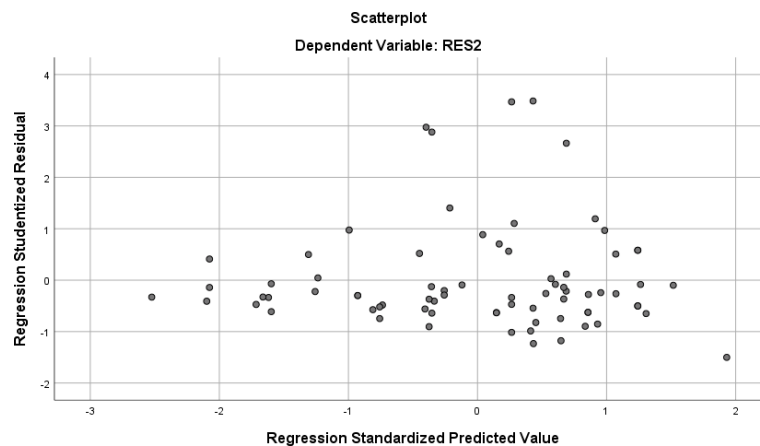


Figure IV.2: Heteroscedasticity Test Results

As can be seen in the image above, there is no discernible pattern or trend line among the generated points. The data distribution in the above image is also concentrated around zero. In other words, the variables to be tested in this study are homoscedastic, and the results of this test show that the regression model is free from heteroscedasticity concerns.

IV.1.5 Multiple Linear Regression Test

After collecting and organizing the necessary information, the SPSS 25 program is used to derive the following regression equation.

Based on table IV.6 above, the multiple linear regression equation in this study is as follows:

$$Y=8.315+0.414X_1-0.293X_2+0.497X_3$$



The constant value (b0) of 8.315 shows that the independent variables X_1 , X_2 , and X_3 are zero or nonexistent; hence, Y equals 8.315. The regression coefficient (b 1) has a value of 0.414. A positive result (b1) shows that the work culture variable (X_1) is directly related to the performance variable (Y). The more robust the workplace culture, the greater the performance. The regression coefficient (b 2) has a value of -0.293. A negative value (b2) implies an inverse link between the work incentive variable (X_2) and the performance variable (Y). If work motivation is increasing, then performance is deteriorating. The regression coefficient (b3) has a value of 0.497%. A positive number (b3) shows that the leadership variable (X_3) is directly related to the performance variable (Y). The more effective the leadership, the better the performance.

Table IV.6: Multiple Linear Regression Test Results
Coefficients^a

Model	Unstandardized Coefficient		Standardized Coefficients	t	Sig.
			Betas		
1 (Constant)	8.315	4.205		1.978	.052
Work Culture	.414	.163	.272	2.544	.013
Work Motivation	-.293	.264	-.100	-1.112	.270
Leadership	.497	.089	.555	5.573	.000

IV.1.6 Hypothesis Testing

IV.1.6.1 Partial Testing (t Test)

The results of the partial test or commonly known as the t test can be seen in table IV.7 below:

Table IV.7: Partial Test Results (t Test)

Coefficients^a					
Model	Unstandardized Coefficient		Standardized Coefficients	t	Sig.
			Betas		
1 (Constant)	8.315	4.205		1.978	.052
Work Culture	.414	.163	.272	2.544	.013
Work Motivation	-.293	.264	-.100	-1.112	.270
Leadership	.497	.089	.555	5.573	.000

Based on table IV.7 above, the following results are obtained:

1. The work culture variable has a positive and significant effect on the performance of RPTRA managers as seen from a significant value less than 0.05 ($0.013 < 0.05$) and t count ($2.544 > t$ table (1.994) so that H_1 is accepted.
2. The variable of work motivation has no negative and significant effect on the performance of RPTRA managers as seen from a significant value greater than 0.05 ($0.270 > 0.05$) and t count ($1.112 < t$ table (1.994) so that H_2 is rejected.
3. The leadership variable has a positive and significant effect on the performance of RPTRA managers as seen from a significant value less than 0.05 ($0.000 < 0.05$) and t count ($5.573 > t$ table (1.994) so that H_3 is accepted.



IV.1.6.2 Simultaneous Test (f Test)

To examine how the interaction of the independent variables impacted the dependent ones, the F test was performed. Table IV.8 below displays the F test's findings:

Table IV.8: F Test Results

ANOVA ^a						
Model		sum of Squares	df	Means Square	F	Sig.
1 Regression		660.150	3	220.050	25.788	.000 ^b
residual		605.850	71	8.533		
Total		1.266.000	74			

F distribution table is searched at $\alpha = 5\%$, with degrees of freedom (df) df1 or 4-1 = 3, and df2 nk-1 or 75-3-1 = 71. The test results show that $F_{count} > F_{table}$ (25.788 > 2, 73) and significance (0.000 < 0.05), then H_0 is rejected and H_a is accepted, meaning that work culture, work motivation, leadership simultaneously have a significant effect on the performance of RPTRA managers in the city of Jakarta.

IV.1.6.3 Determination Coefficient Test (R^2)

R^2 is a statistical measure of how well a model can account for observed differences in a dependent variable. The results of the study's coefficient of determination are as follows:

Table IV.9: Results of the Coefficient of Determination

Model Summary ^b				
Model	R	R Square	Adjusted R Square	std. Error of the Estimates
1	.722 ^a	0.521	0.501	2.921

Table IV.9 displays the results of a multiple linear regression analysis, which demonstrates that there is a 72.2% correlation between workplace culture, workplace motivation, and leadership, and employee output. Meanwhile, the value of R^2 is 0.521, which indicates that 52.1% of the variance in the dependent variable (RPTRA Manager's performance) can be accounted for by the three independent variables (work culture, work motivation, and leadership), while the remaining 57.9% can be accounted for by other factors.

V.2. Discussion

V.2.1 The Effect of Work Culture (X_1) on Performance (Y) of RPTRA Managers

According to the findings of the t test, the effect of X_1 on Y has a significance level of 0.013 0.05 ($\alpha = 5\%$), hence H_1 is accepted. So, it can be deduced that X_1 has a significant and positive effect on Y. According to the findings of this study, the RPTRA managers in Jakarta has a major effect on their performance. The performance of managers in managing RPTRAs can be enhanced by a positive work culture at RPTRA, such as open communication, good cooperation, and a culture of innovation. Managers of the RPTRA who have a positive work environment, excellent morale, and a sense of ownership and dedication in carrying out their duties.



A positive workplace culture can also boost community participation in RPTRA management, thereby fostering a harmonious connection between managers and the community in the protection and maintenance of RPTRAs. This will damage the level of public services supplied to the community, particularly for the children who utilize RPTRA to play, study, and grow. Hence, efforts must be made to improve the work culture at RPTRA. In this situation, open communication and mutual support are required between RPTRA managers and the community. In addition, RPTRA managers must provide staff with space and chances for innovation in RPTRA management.

In an effort to strengthen the work culture at RPTRA, the City Government of Jakarta can also offer necessary support and amenities. By fostering a more positive work environment, it is envisaged that the performance of RPTRA managers in managing child-friendly RPTRAs would improve, which will have a good effect on the growth and welfare of children in Central Jakarta. This research conforms to studies conducted by Silvia et al, work culture has a favorable effect on staff performance at the Adirama Hotel [17]. This is further reinforced by Siregar et al, assertion that work culture (X_1) has a favorable and significant effect on the performance of PT. Latexindo Toba Perkasa Binjai's permanent personnel [18].

V.2.2 The Effect of Work Motivation (X_2) on Performance (Y) of RPTRA Managers

According to the findings of the t-test, the effect of X_2 on Y has a significant value of $0.270 > 0.05$ ($\alpha = 5\%$), hence H_2 is rejected. Hence, it may be inferred that X_2 has no positive and significant effect on Y. The results of the study indicate that the manager of the RPTRA in Central Jakarta is not significantly affected by work motivation. This demonstrates that despite the importance of work motivation in enhancing the performance of managers, it is not the most influential element in determining the performance of RPTRA managers.

Even so, work motivation is still important in increasing work productivity and employee welfare. Therefore, RPTRA managers need to pay attention to employee motivation and provide support in achieving common goals. This can be done by giving appreciation and appreciation for the work done by employees.

In an effort to increase employee motivation, RPTRA managers also need to provide opportunities to improve employee skills and knowledge. With the opportunity to develop themselves, employees will feel valued and motivated to give their best at work.

Although work motivation does not have a significant effect on the performance of RPTRA managers in Central Jakarta, it is still important in increasing work productivity and employee welfare. Therefore, RPTRA managers need to pay attention to employee motivation and provide support in achieving common goals.

This research is consistent with Suwati's findings, according to which work motivation (X_2) has no positive and significant effect on employee performance at PT. Tunas Hijau Samarinda (Y), indicating that motivation is not the main element in enhancing employee performance [19]. And salary has the greatest impact on the performance of employees at PT. Tunas Hijau Samarinda. Yet, these findings contradict Hasibuan's conclusion that motivation affects performance [20].

V.2.3 The Influence of Leadership (X_3) on Performance (Y) of RPTRA Managers

The results of the t test show that the effect of X_3 on Y produces a significance value of $0.000 < 0.05$ of ($\alpha = 5\%$), so that H_3 is accepted. So it can be concluded that X_3 has a positive and significant effect on Y. The results of the study show that leadership has a significant influence on the performance of the manager of the RPTRA in Central Jakarta. Good and effective leadership, such as good communication between leaders and subordinates, providing clear directions, and providing support and rewards for good performance, can improve the performance of managers in managing child-friendly RPTRAs.

Good leaders can also motivate employees to work better, provide support in facing challenges, and provide clear and easy-to-understand directions. This will help RPTRA managers carry out their duties better and more effectively. In addition, good leadership can also create a positive work culture, where every employee feels valued and recognized for their contribution in managing RPTRA. With a positive work culture, it is hoped that the performance of RPTRA managers will increase and have a positive impact on the development and welfare of children in Central Jakarta.



Therefore, it is necessary to make efforts to improve leadership in RPTRA. In this case, leaders need to provide clear and easy-to-understand directions for employees, as well as provide support and rewards for good performance. In addition, leaders also need to create a positive work culture, where every employee feels valued and is recognized for their contribution in managing RPTRA. By improving good and effective leadership, it is hoped that the performance of RPTRA managers will increase and have a positive impact on the development and welfare of children in Central Jakarta.

These findings are consistent with what Trang found in his studies [21]. A favorable and significant impact on employee performance can be attributed, in part, to the leadership of an organization. In contrast, the findings of the study carried out by Marjaya and Pasaribu, which claims that leadership does not have a major impact on the performance of PDAM Tirta Deli personnel in the Deli Serdang Regency, are not consistent with these findings [22].

V.2.4 The Influence of Work Culture (X₁), Work Motivation (X₂), and Leadership (X₃) on Performance (Y) of RPTRA Managers

Fcount > Ftable (25.788 > 2.73) and significance (0.000 > 0.05) indicate that work culture, work motivation, and leadership influence the performance of RPTRA in Central Jakarta simultaneously. These three criteria are interconnected and can have a favorable or negative effect on the performance of RPTRA managers. A great work culture can foster a healthy and productive work environment, allowing people to collaborate effectively and accomplish shared objectives. High work motivation can also boost employee productivity and encourage them to give their all on the job. Nevertheless, competent and effective leadership may excite people, provide clear directives, and foster a great work environment.

These three factors can simultaneously have a big impact on the performance of RPTRA managers. If the work culture, work motivation, and leadership are good, then the performance of the RPTRA manager can increase significantly. However, if one or several factors are not good, then the performance of the RPTRA manager can be disrupted or even decreased.

Therefore, it is necessary to make efforts to improve work culture, work motivation, and leadership in RPTRA. RPTRA managers need to create a healthy and productive work environment, give appreciation and rewards for good performance, and provide clear and easy-to-understand directions. In addition, it is also necessary to conduct employee training and development, so that they can improve their skills and knowledge in managing RPTRA. By improving work culture, work motivation, and leadership simultaneously, it is hoped that the performance of RPTRA managers will increase and have a positive impact on the development and welfare of children in Central Jakarta.

VI. CONCLUSION

Work culture, job motivation, and leadership influence the performance of RPTRA in Central Jakarta, according to the findings of this study. Work culture has a beneficial influence on the performance of RPTRA managers, however work motivation has no effect. Moreover, leadership influences the performance of RPTRA managers positively. In addition, these three elements simultaneously impact the effectiveness of RPTRA managers. Regarding the impact of work culture, work motivation and leadership account for 52,1% of performance. If the work culture, job motivation, and leadership are positive, the RPTRA manager's performance can considerably improve. Yet, if negative variables exist, the RPTRA manager's effectiveness may be disturbed or even diminished. Hence, efforts must be made to strengthen RPTRA's work culture, job motivation, and leadership. Managers of the RPTRA must foster a healthy and productive work atmosphere, recognize and reward good performance, and provide clear and simple instructions. In addition, it is vital to conduct employee training and development so that they can enhance their RPTRA management abilities and expertise.

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DOI: 10.52362/jisamar.v7i3.1127

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