

Influence of Leadership Style and Cultural Organization on Employee Performance in the Personnel and Human Resources Development Agency of Agam District

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Abstract

One of the most important assets owned by a company is human resources because it has an influence on the survival of the company. Employees in a company should be provided with a comfortable working environment to produce optimal performance. Leadership style is a pattern, method and expertise used by an organizational leader in acting, conveying and socializing to influence, direct, support and control other individuals or subordinates to perform a task in order to reach an agreement. Organizational culture is a comprehensive affirmation that is recognized by members of the organization in system of shared meaning. This study aims to determine the effect of leadership style and organizational culture on employee performance at Badan Kepegawaian dan Pembangunan Pembangunan Human Resources Kabupaten Agam. Population in this study were 35 respondents who is also a sample of the entire population at the Agam District Civil Service and Human Resource Development Agency. Studies using multiple regression analysis. The results of this study indicate leadership style and organizational culture have a positive significant impact on employee performance.

Keywords: Leadership Style, Organizational Culture, Employee Performance

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I. Introduction

In the face of the era of globalization and the enactment of Regional Autonomy, the human resource factor is very important, meaning that the principle of managing professional Provincial Government institutions, ratings and filled with employees who have high work performance, which is a very urgent need, because the position and role of civil servants as elements of the state apparatus have a share

that is quite large in determining the success of national development, both physical and non-physical development. This is based on the fact that civil servants are the backbone of the State, so that the goal of national development is to realize a just and prosperous society based on Pancasila and the 1945 Constitution is largely determined by the implementation of the trust given to civil servants.

Civil Servants are a human resource needed in running the government. In its implementation, management, human resource management is a plan, consolidation, mobilization, and providing supervision of the procurement, development, compensation, integration, maintenance, and termination of the employment contract with the aim of reaching an organizational agreement that has been formed. Human resources are one of the resources in organizational culture that can determine the success or failure of an organization. With a very strong organizational culture, the relationship with employee performance achieved must be high.

Apart from human resources, there are things that need to be considered, namely the level of leadership ability and good and correct communication to all employees so as to create a good family environment that can affect employee performance. As stated by Mahsun (2006: 25) performance (performance) is an illustration of the level achieved in carrying out an activity / program / policy in achieving organizational goals, organizational goals, missions and visions that have been agreed upon and poured in the strategy formed in the organization. Organizational performance is an achievement that can be achieved from the behavior of members of the organization, through the stages of inputs, processes and outputs (Hyndman and Anderson, 1987).

In addition to leadership that influences employee performance, there is an organizational culture that can affect it. The organizational resources contained in it are able to stimulate the morale of human resources and can also be used as a tool to increase organizational commitment and increase the existence of employee behavior. As with the transformational theory put forward by Burns (1978) and Bass (1981), states that the leader is obliged to motivate and inspire the person he leads to see the benefits of the task. Transformational theory or relationship theory, focuses on the pattern of relationships between leaders and followers. Leaders also support employees to overcome the fear of risk and revolutionize the way routine work, leading to creativity. The same thing is also true in the Agam Regency Personnel and Human Resources Development Agency, which improves performance can be achieved well when employees have good performance. The Agam Regency Personnel and Human Resources Development Agency always fosters good and harmonious relationships with employees and motivational direction by creating a good leadership style so that employees feel motivated to work harder so that the performance achieved is also high.

Meanwhile, in the results of the author's interview with the general party of the Civil Service and Human Resources Development Agency Kabupaten Agam regarding employee performance, it is that there are still many employees who have past the maximum working age limit, many employees have retired, lack of productive labor caused by the provisions of government regulations where recruitment new employees at this time can only be implemented once every 3 years. If the agency has not been able to recruit new employees for the next 1 year, this maka will affect the target and quality of employee performance, because of the duties charged to they will be piled up and assigned more than one responsibility and there is a mutation of positions from leadership to subordinates which causes different differences from leadership styles to different organizational cultures. Leadership style and organizational culture are two things that can affect employee performance.

From this in an agency, it must be carried out rolling / mutation of positions with the aim of increasing knowledge and experience and avoiding saturation. Similarly, the Personnel and Human Resources Development Agency within a certain period of time the leadership always carries out rolling / mutation of positions, which will affect employee performance due to different leadership styles such as if the leader has an authoritarian leadership style then all decisions will be taken without involving employees even though on the other hand, this leadership style is indeed useful when it comes to making decisions that are immediate and fast but will make its members lose creativity and motivation because they do the same task continuously and will cause friction between the leader and the members and between each other members. It is different from the style of a leader with a democratic leadership style. Leaders whose leadership style focuses on the abilities, experiences and innovations of others. Eventhough the decision is still in the hands of non-members; however, this leadership style makes its members more creative and feel needed and established good socialization between leaders and members. However, what is happening now, the leader runs his agency with a democratic leadership style so that some or few of them members become unprofessional and unprofessional towards their work because they feel that they are close to their superiors. In addition to the leadership, pegawai (subordinates) also experienced a rolling / mutation of positions which would create a new atmosphere for the organization.

As for the positive and negative impacts of position mutations, namely from the positive side, position mutations aim to prevent employees from experiencing generalization in work and can improve employee competence and can identify the best position for employees while from the negative side position mutations, namely the frequent occurrence of work that is being done by the employee is not cell essays to the maximum due to uncertain mutation times, besides that it can also cause a sense of employee disappointment because if the employee does not like the new position and job and if the employee is assigned to a position that does not match the educational background then the output / work results are not as desired.

Robbins (2007, p.432), argues that leadership is the ability to influence an organization towards achieving goals. The ability of the staff to achieve the goals and objectives of the organization is a reflection of the performance of the device. So, it can be concluded that leadership style has a major role in developing and improving employee performance. Research that supports the results of the study is Falikhatun in Abdullah (2006: 19) gives the opinion that performance is also influenced by the type of personality of the individual, namely individuals with internal leadership styles which focuses more on the tasks it handles, so that it will improve employee performance. Compared to individuals with external leadership styles, individuals who have internal leadership styles show greater motivation, favoring things of a competitive nature, likes to work hard, feels that you are being chased by time and want to always try to be better than the conditions of *sebel umnya*, thus leading to the achievement of more achievements high. Based on this research, it was found that there was a positive and significant influence of leadership style on employee performance. The first hypothesis in this study is as follows:

H1: It is suspected that the influence of positive and significant leadership style on employee performance .

Organizational culture as stated by Mangkunegara (2009, p.114) which states that organizational culture is an assumption or belief, quality, and standard created in the organization that is used as a code of conduct for members to overcome problems from outside and in. Organizational culture can help the work of employees, as it provides a good level of support for its members to provide their best expertise to take advantage of the opportunities provided by the organization to *branda*. An organizational culture with a solid value system will foster a sense of belonging and increase morale, and this will affect the improvement of employee performance. The second hypothesis in this study is as follows:

H2: It is suspected that the influence of positive and significant organizational culture on employee performance

II. Material and Method

Population is a group of units to be studied for characteristics, and if the population is too large, then the researcher must take a sample (part of the population) to be studied. Thus, the population is the whole object for which the research and exploratory tests are aimed are taken from that population. The population in this study was the Civil Service and Human Resources Management Agency of Kabupaten Agam which amounted to 35 employees. Selection of samples by *probabilibag* with census/saturated sampling technique is to take it in the population as a whole.

The data sources used in this study are using primary data and secondary data. Primary data is data that is derived *doleh* from an initial source, be it from

individuals or organizations. While secondary data is indirect data, in other words primary data that has been further managed and given by the prime data collector or by the party being researched. In this case, in this study, the primary data used were the results of observation and the results of interviews. And the secondary data used is information about the obstacles faced in BKPSDM Agam Regency

In this study, in collecting data by means of observation, interviews, questionnaires and documentation. In this study, observation techniques were carried out by observing, recording and collecting data on the Leaders and Employees of BKPSDM Kab. Agam. Then, the interview model used is a semi-structural interview, which is to determine and make notes about the questions to be asked, but can be adjusted in some ways questions to obtain complete data. In this study also, a questionnaire was given to the BKPSDM staff of Kab.Agam, and responses to this questionnaire were needed to find out the reactions and opinions straightforwardly of the employees, making it easier for researchers to review the topic of investigation. Also, in this study, namely the search and collection of data from data sources related to the influence of leadership style and organizational culture on performance employees and documents in the form of files to add references in this study

III. Results and Discussion

After going through several series of tests, the next stage is to carry out regression analysis. The results of the regression analysis in this study aim to see the influence of leadership style and organizational culture on employee performance. The equation of variables obtained from the process of regression calculation, must be systematically studied the value of its regression coefficient. Bhuono Agung Nugroho (2005:43) also gives the opinion that multiple regression analysis is a tool for forecasting the value of the influence of two or more free variables on one bound variable that aims to prove the presence or absence of a functional relationship or causal relationship between two or more variables. The results of the regression equation model are as follows:

Table 9
Multiple Linear Regression Analysis Results

Bound Variables	Constants and Free Variables	Regression Coofisients
Employee Performance (Y)	Constants (α)	3.336
	Leadership Style (X1)	0.433
	Organizational Culture (X2)	0.250

SPSS 2022 processed data sources

Based on table 2, a regression equation model can be obtained as follows:

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

$$Y = 3.336 + 0.433 X_1 + 0.250 X_2$$

From the equation above, it shows the relationship between *independent* variables and *dependent* variables partially. It can be seen in the nilai constanta is 3,336 meaning that if in the variabel leadership style and organizational culture increase by units, then employee performance increases. Likewise, on nilai leadership style 0.433 which means that the regression efficiency of the leadership style shows the direction of positif. This shows that if the leadership style increases, then employee performance increases. As well as nilai organizational culture 0.250 which means that the efficiency of regression of organizational culture shows a positive direction. This means that if the organizational culture improves, the performance of employees will increase.

The results of the hypothesis test were carried out using a *t-test*. The *t-test* aims to determine the magnitude of the influence of each independent variable individually (partially) on the dependent variable (Nugroho, 2005). The results of this test on the SPSS output can be seen in the Coefficientsa table. The value of the *t-test* can be seen from the *p-value* (in the Sig column) by testing the hypothesis as follows:

1. Ho is accepted if $t\text{-count} < t\text{-table}$, or *p-value* value in the sig column. level of significant (α) which expresses the presence of an insignificant influence between indentents on dependents.
2. Ha is accepted if $t\text{-count} > t\text{-table}$, or *p-value* value in the sig column. $< \alpha$ level of significant (α) which states a significant influence between indentents on dependen.

The following are the results of the first and second hypothesis tests carried out in this study as follows:

Table 10
Hypothesis Testing Results

Free Variables	T Table	T count	Sig.	Conclusion
Leadership Style (X1)	2.03693	3.040	.005	H ₁ accepted
Organizational Culture (X2)	2.03693	2.061	.048	H ₂ accepted.

SPSS 2022 processed data sources

Based on table 3 of the partial test, it can be seen that each independent variable of leadership style and organizational culture has a *t-count* value greater than the *t-table* value, where the leadership style has a *t-count* value of 3,040 > *t-table* 2,036, and organizational culture has a *t-count* of 2,061 > *t-table* 2,036 it can be concluded that each variabel independent has a positive effect on performance employee (dependent variable)

First Hypothesis Testing showed leadership style (X_1) had a positive effect on employee performance with a t-count value greater than the t-table of $3,040 > t\text{-table } 2,036$, with a more significance value small from the alpha value ($0.005 < 0.05$) then the leadership style has a positive and significant effect on employee performance.

The Second Hypothesis Test showed organizational culture (X_2) had a positive effect on employee performance with a t-count value greater than the t-table of $2.061 > t\text{-table } 2.036$, with a smaller significance value from the alpha value ($0.048 < 0.05$) then the organizational culture has a positive and significant effect on employee performance.

The Influence of Leadership Style on Employee Performance

Based on the tests that have been carried out, it can be concluded that the first hypothesis that states leadership style has a positive and significant effect on employee performance. This situation is caused by every employee who has values, beliefs and behaviors that are in accordance with the culture of the office. A strong organizational culture will trigger employees to think, behave and behave in accordance with organizational values which include professionalism, trust in colleagues, regularity and integration, so that this suitability can encourage employees to improve their performance for the better, in realizing quality, quantity, accuracy and independence its performance.

The Influence of Organizational Culture on Employee Performance

Based on the tests that have been carried out, it can be concluded that the second hypothesis that states organizational culture variables have a positive and significant effect on employee performance. The results of this study show that organizational culture has a positive effect on employee performance, in accordance with what was stated by Mangkunegara (2009, p.114) who said organizational culture is an assumption or belief, quality, and standards created in the organization that are used as a code of conduct for members to overcome problems from outside and inside, which means that a good organizational culture will influence employee performance such as facilitating employees in improving education, creating effective communication, instilling tolerance and providing rewards for employees.

IV. Conclusion

Based on the results of research on the Personnel Agency and Human Resources Development of Agam District, it can be concluded that a person's leadership style and organizational culture created in the organization can affect employee performance.

This can be seen from the first hypothesis, gaya kepemimpinan has a positive and significant effect on the performance of employees in the Personnel Agency

and Human Resources Development of Agam District. Where the calculated value of t is greater than t of the table and the value of significance is less than the value of alpha. Thus, in this study the first hypothesis was accepted. And in the second hypothesis, the organization has a positive and significant effect on the performance of employees in the Personnel Agency and Human Resources Development of Agam Regency. Where the calculated value of t is greater than t of the table and the value of significance is less than the value of alpha. Thus, in this study the second hypothesis was accepted.

For subsequent researchers to add independent variables in research on employee performance so that they are more accurate in research and can expand the scope of research, for example, sampling is more from what the researcher did, so that it is expected to improve the accuracy of the research results. Can develop the results of this research by referring to the object of research in other companies and dapat adding indetary variables other than the variables studied in this study

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