



Article

The Effect of Leadership and Organizational Culture on Employee Performance

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Abstract: The success of an organization is influenced by the role of members in the organization. A very important element in the organization is human resources in determining the level of success of the organization. Besides that, leadership in organizations plays an important role in improving work and leaders also have an influence on one's work in the organization. This study aims to determine the effect of leadership and organizational culture on employee performance. The population in this study were employees of Malahayati University, Bandar Lampung. The sample was selected using purposive sampling and obtained as many as 135 respondents through a survey questionnaire. The data analysed using descriptive and inferential statistics. The instrument testing includes validity and reliability tests. Prerequisite tests include classical assumption test consisting of normality test, multicollinearity test and hypothesis testing which consists of partial test with t-test. The results of the study found that leadership and organizational culture have a significant positive effect on employee performance. In conclusion, this study has identified that the factor of leadership and organizational culture are important in determining organizational success.

Keywords: leadership; organizational culture; employee performance.



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1. Introduction

The success of an organization will be influenced by the role of members in the organization itself. In addition, a very important element in the organization is human resources to determine the level of success of the organization, because humans are individuals who have thoughts. Employee performance will be needed to increase organizational productivity, employee performance determines the organization because it is required to carry out their duties with full responsibility so it is very important to maintain (Agista et al., 2021). Performance is an action to do work to be more active so that work is expected to be completed faster and better (Kesuma et al., 2021). A good job can only be created from strong human resources. Every organization really wants its employees to have the skills, competencies, work discipline, and responsibility for the work they do. However, basically employee performance does not always increase

but can also decrease so that it is very influential for the sustainability of the organization, therefore it is necessary to take steps so that employee performance consistency is always maintained (Ekhsan & Septian, 2021).

Every employee has a very important role in the organization because it contributes to the achievement of organizational performance. Therefore, employee performance appraisal is very important to increase profits so as to create welfare for all employees. Employee performance appraisal is one form to determine whether it is in accordance with the set targets or not (Indiyati et al., 2021). A leader is a person who has the ability, skills and strengths in a field that will influence others to carry out activities in achieving goals. A leader must also have a very important role in running the organization in accordance with the goals to be achieved. Therefore, the leader must have the power to influence his subordinates to assess whether or not the goals set by the organization have been achieved (Supratman et al., 2021).

Leaders can influence others to achieve the desired end goal. Therefore, leadership is also referred to as a unifier to regulate, control, and manage the organization. Leadership in organizations plays an important role in improving work and leaders also have an influence on one's work in the organization (Rozi et al., 2020). Leaders are those who have an important role in resource management and are the main element in every activity carried out in the organization that can determine whether organizational goals can be achieved or not. Leaders who are dynamic and have high creativity, the organization they lead will also be more dynamic and the activities they carry out are increasing. Vice versa, will make the organization weak. In general, this will also determine how the organization will lead its employees ((Zawawi & Zaini, 2020).

Culture is a concept that is difficult to formulate because it does not have a form and is considered standard, such as beliefs, beliefs, values, norms and perceptions of each member of the organization that has an influence and shape the attitudes and behaviour of the person concerned. Organizational culture is a pattern of basic assumptions that are found, created, carried out and developed by certain groups with the aim that the organization can overcome, overcome problems that arise due to adaptation from parties inside and outside the organization. Individuals who are members of an organization must have different cultures because they have different cultural backgrounds, but it will break up into one in an organizational culture so that they can work together in achieving organizational goals that have been mutually agreed upon, so that in the process it is possible that can accept and those who cannot accept because it is against the culture they have (Wahyuni & Hamidi, 2020).

Organizational culture also has a strong influence on aspects of competence as a root in organizational culture. Organizational culture can be formed through one's values and beliefs. Therefore, the development of skills related to individual competencies can also have an impact on the company and organizational culture as a driver to support and develop the skills needed to complete the work (Indiyati et al., 2021). According to Syauta (2012) organizations that fail to have a long life expectancy are a result of a poor organizational culture. Eventually there will be demonstrations, protests, or the like that will make the organization bankrupt or unhealthy ((Abdullahi et al., 2021).

2. Literature Review

2.1. Employee performance

Performance is the result of work and behaviour achieved in completing the tasks and responsibilities given for a certain time. Performance is identified by the capacity of the organization to be able to identify opportunities and innovations in achieving its general goals (Asiedu et al., 2020). Employee performance is proven by the quality of work in completing any given job quickly and precisely so that it can achieve the targets set by the organization (Sopiah et al., 2021). Performance is the result of work in quality and quantity that has been achieved by someone in carrying out tasks with the responsibilities given. Performance is also not only about productivity and work results, but there is an element of recording the results of work from time to time so that it can be seen the extent of the work and what improvements need to be made so that in the future it can be better (Erica et al., 2020).

Performance appraisal is needed to provide opportunities for employees to develop career plans to identify strengths and weaknesses so that organizations can determine salaries, provide promotions, and assess employee behaviour (Sapta et al., 2021). Therefore, performance can be measured through profitability, turnover, labour growth, market share strength, and shares, to generate profits over a certain period on the level of sales, certain assets and capital (Esubalew & Raghurama, 2020). At the same time, the work that has been done by employees must be of high quality to achieve the set goals. When employees can achieve good things related to work and the community around the workplace. Employee performance is a very important point for the organization because it can bring organizational success both in terms of financial and non-financial (Tiwasing et al., 2021). According to Sedarmayanti (2006) employee performance can be measured through indicators:

Quality of work is the quality of a person's work that can be known through the work obtained, the suitability of the work with organizational goals, the benefits of the work. Promptness is the timeliness in completing the work which can be known through the arrangement of the activity plan/work plan, the accuracy of the work plan with the work results, the timeliness in completing the task. Initiative, namely activities carried out with full awareness without having to wait

for instructions from the leadership through the provision of ideas / ideas within the organization, actions taken in solving problems encountered. Capability is the ability possessed by a person related to the implementation of the main tasks and functions where the person can complete the task well through the abilities possessed, skills possessed, the ability to utilize resources or potential. Communication is an activity related to communication within the organization, communication outside the organization, relations and cooperation in carrying out tasks (Wahyuni & Hamidi, 2020).

2.2. Leadership

Leadership is one of all factors that have an impact on the achievement of organizational goals. Here the leader must direct his subordinates to do a good job to achieve organizational goals ((Solihah et al., 2021). A good leader has reliable abilities in action, perception, and knowledge to solve problems in achieving the vision and goals of the organization (Holbert et al., 2021). Effective leaders will utilize a variety of personalized leadership strategies. Leaders need to know how and when to use professional judgment in changing situations. In this case, it takes an effective leader who cares about the welfare of his subordinates to improve organizational performance (Lubis et al 2022). According to (Hasibuan, 2017) there are four leadership styles, namely:

Authoritarian Leadership Style-It is if the power or authority is mostly in the hands of the leader or if the leader adheres to a centralized system of authority. Decision-making and policy are only determined by the leader himself; subordinates are not included to provide suggestions, ideas, and considerations in the decision-making process. **Participatory Leadership Style**-It is if the leadership is carried out in a persuasive way, creating harmonious cooperation, fostering loyalty, and participation of subordinates. Leaders motivate subordinates to participate in owning the company.

Delegative leadership style-When a leader delegates authority to subordinates rather completely. Thus, subordinates can make decisions and policies freely or freely in carrying out their work. The leader doesn't care how the subordinates make decisions; it is completely left to the subordinates. **Situational leadership style**-There is no single best way to influence other people. Which leadership style to use against an individual or group depends on the readiness level of the person being influenced. So it can be concluded that every leader must have his own leadership style, it all depends on the leader himself whether or not the way they use their style towards their subordinates with various attitudes and traits (Ahmad & Thamrin, 2021). According to Jäppinen & Ciussi (2016), the indicators of leadership are as follows: (i) Telling-The ability to make the rules needed to do the job, and tell employees what, who, where, how, when, and why to do the job. (ii) Selling-Regarding the leader's steps in commanding employees with structured orders and must be carried out in a supportive manner. (iii) Participating-Leaders and employees work together in making and carrying out predetermined decisions to achieve good quality work. (iv) Delegating-Leaders provide direction about something specifically, and delegate to employees to carry out tasks according to directions (Oktavia, 2021).

2.3. Organizational Culture

An organization will also not develop if its human resources do not have the desire to advance the organization from within themselves. Quality human resources are an added value for the organization and help optimally in decision making (Sapta et al., 2021). Organizational culture is a driving factor for the formation of performance. Because organizational culture is the values and norms that apply in the organization and accepted by all members of the organization. Good assessment of organizational culture can encourage employees to work better and in turn can improve individual performance in the organization (Kesuma et al., 2021).

Organizational culture is fundamental, contains beliefs, shared core values, core characteristics that are believed and practiced by all members of the organization. If the organization has characteristics where the values of organizational culture are shared by all members of the organization, it can be said to have a strong organizational culture. According to Meek (1988) is that organizational culture arises because it is produced and formed by individuals who work in the organization, and is accepted as a value that must be preserved and passed on to each new member. Organizational culture is the foundation for a company to stand and survive. Organizational culture is also an organizational feature that distinguishes an organization from others (Indiyati et al., 2021).

Organizational culture, according to Sunyoto (2011), has two main functions: as an internal integration mechanism, where organizational members can unite so that they can understand how to interact with one another. Internal integration roles will give individuals and co-workers more of a collective identity and provide guidance on how one can collaborate efficiently. Organizational culture determines how the organization fulfils its various objectives and relates to external parties as a process of external adaptation. Responding to changing times, competition, innovation and customer service, this function will ensure the organization's level of adaptation (Wijoyo et al., 2020). Organizational culture plays a very important role in increasing the success of an organization which is basically strongly influenced by organizational culture so that it can affect the behaviour and performance of its members. Organizational culture must be able to adapt from time to time to dynamic situations to cope with intra- and inter-organizational transformations to meet different community backgrounds (Ridliwan et al., 2021).

3. Materials and Methods

Using primary data obtained from original sources directly by using questionnaires derived from interviews conducted with employees at Malahayati University, Bandar Lampung. The population as stated (Sugiyono 2011) is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions. Or it can be said that the population is the entire object of research. The population in this study were employees at Malahayati University, Bandar Lampung. According to (Sugiyono 2011) that the sample is part of the number and characteristics possessed by the population. The sample in this study was 135 employees at Malahayati University, Bandar Lampung. According to (Sugiyono 2011) Data collection techniques are the most strategic steps in research, because the main purpose of research is to obtain data. Without knowing the data collection techniques, the researcher will not get data that meets the data standards set. In this regard, the data collection techniques that will be used by researchers in this study are literature study is a method by reading literature, reference materials, lecture materials, and other research results that have to do with the object under study. Questionnaire is a data collection technique by asking several questions in writing given to respondents.

This was done using a computerized program SPSS (Statistical Package for Social Sciences) version 20 for Windows. The data processed in this study are the independent variable and the dependent variable. According to Kurniasari & Ghozali (2013), the validity test is used to measure the validity or validity of a questionnaire. A questionnaire is said to be valid if the statement on the questionnaire can reveal something that will be measured by the questionnaire. Reliability test is a measure of the internal consistency of the construct indicators showing the degree to which each indicator indicates a general construct. According to Kurniasari & Ghozali (2013) Reliability is a tool to measure a questionnaire which is an indicator of a variable or construct. A questionnaire is said to be reliable or reliable if a person's answer to the statement is consistent or stable from time to time. The reliability test criteria were carried out by comparing the Cronbach Alpha value on the interpretation of r below:

Table 1. Interpretation of Correlation Coefficient (r).

Coefficient r	Category
0.80 – 1.00	Very high
0.60 – 0.79	Good
0.40 – 0.59	Medium
0.20 – 0.39	Low
0.00 – 0.19	Very low

Source: Sugiyono (2011).

According to Kurniasari & Ghozali (2013), the normality test aims to test whether in the regression model the confounding or residual variables have a normal distribution or not. Good and appropriate data used in research is data that has a normal distribution or is close to normal. The easiest way to see the normality of the residuals is to look at the histogram graph. The normal distribution will form a straight diagonal line. Normality test by looking at the statistical test Kolmogorov-Smirnov (K-S), by comparing the probability (p) obtained with a significance level of (α) 0.05. If the value of $p > \alpha$ then normally distributed or vice versa (Kurniasari & Ghozali, 2013). The multicollinearity test aims to test whether the regression model found a correlation between independent variables (Kurniasari & Ghozali, 2013).

A good regression model is a regression model that does not occur multicollinearity among the independent variables. Detection of multicollinearity in a model can be seen from the value of Variance Inflation factor (VIF). The model can be said to be free from multicollinearity if the VIF is not more than 10 and the Tolerance value is not less than 0.1. $VIF = 1/Tolerance$, if $VIF = 10$ then $Tolerance = 1/10 = 0.1$. The higher the VIF, the lower the tolerance. Hypothesis testing is used to prove or clarify the original purpose of whether there is an influence between the independent variables on the dependent variable. The results of multiple linear regression analysis for transformational leadership style and organizational communication on organizational commitment with organizational culture as an intervening variable. According to (Kurniasari & Ghozali 2013) the t statistical test basically shows how far the influence of one explanatory or independent variable individually in explaining the variation of the dependent variable. The test criteria are carried out by: Creating a hypothesis, Determine the probability value (sig) at the value of 0.05 (5%) -If the value of $t\text{-stat} < t\text{-table}$ then H_0 is accepted and H_a is rejected. -If the value of $t\text{-stat} > t\text{-table}$ then H_0 is rejected and H_a is accepted. Determine conclusions by comparing probabilities and hypotheses.

4. Results and Discussion

The validity test was tested on 135 respondents using product moment correlation. The criteria for this test are if $r\text{-stat} > r\text{-table}$ then H_0 is rejected and H_a is accepted, then the status is valid and if $r\text{-stat} < r\text{-table}$ then H_0 is accepted and H_a is rejected, then the status is invalid. Based on the results of data processing obtained the following results:

Table 2. Result of Validity Test for Leadership.

Item(s)	r-stat	r-table	Conclusion
Items 1	0.470	0.207	Valid
Items 2	0.216	0.207	Valid
Items 3	0.682	0.207	Valid
Items 4	0.832	0.207	Valid
Items 5	0.718	0.207	Valid

Table 2 shows that the leadership variable which consists of 5 statement items has the smallest r-stat value of 0.216 in statement number 2 and the largest r-stat value is 0.832 in statement number 4 which means that the r-stat value is greater than the r-table value ($0.832 > 0.207$). So, it can be concluded that all items on the leadership variable are valid.

Table 3. Result of Validity Test for Organizational Culture.

Item(s)	r-stat	r-table	Conclusion
Items 1	0.793	0.207	Valid
Items 2	0.791	0.207	Valid
Items 3	0.802	0.207	Valid
Items 4	0.629	0.207	Valid
Items 5	0.943	0.207	Valid

Table 3 shows that the organizational culture variable which consists of 5 statement items, the smallest r-stat value is 0.629 in statement number 4 and the largest r-stat value is 0.943 in statement number 5 which means that the r-stat value is greater than the r-table value ($0.943 > 0.207$) so that it can be concluded that all items on the organizational culture variable are valid.

Table 4. Result of Validity Test for Employee Performance.

Item(s)	r-stat	r-table	Conclusion
Items 1	0.793	0.207	Valid
Items 2	0.810	0.207	Valid
Items 3	0.768	0.207	Valid
Items 4	0.731	0.207	Valid
Items 5	0.376	0.207	Valid

Table 4 shows that the employee performance variable which consists of 5 statement items obtained the smallest r-stat value of 0.376 in statement number 5 and the largest r-stat value is 0.810 in statement number 2 which means that the r-stat value is greater than the r-table value ($0.810 > 0.207$) so that it can be concluded that all items on the employee performance variable are valid. Reliability test is a tool used to measure a questionnaire which is an indicator of a variable or construct. A questionnaire is said to be reliable or reliable if a person's answer to a question is consistent or stable over time (Kurniasari & Ghozali, 2013). The results of the reliability test on this instrument are as follows:

Table 5. Result of Reliability Test of Variables.

Variable(s)	Cronbach's Alpha	Conclusion
Leadership (X_1)	0.649	Reliable
Organizational Culture (X_2)	0.729	Reliable
Employee Performance (Y)	0.740	Reliable

The normality test in this study used the value of Kolmogorov-Smirnov. The output results of the normality test with Kolmogorov-Smirnov using SPSS ver.20.00 for windows are presented in Table 6 below:

Table 6. Result of Normality Testing (One-Sample Kolmogorov-Smirnov).

Unstandardized Residual		
N		135
Normal Parameters ^{a,b}	Mean	0.000
	Std. Deviation	1.574
	Absolute	0.231
Most Extreme Differences	Positive	0.124
	Negative	-0.231
Kolmogorov-Smirnov Z		2.680
Asymp. Sig. (2-tailed)		0.715

a. Test distribution is Normal.

Table 6 shows the Kolmogorov-Smirnov value of 2.680 with a significance of 0.715. Based on this, it can be concluded that the data is normally distributed because the significance value of 0.715 is greater than 0.05. In addition, the detection of multicollinearity in a model can be seen from the value of Variance Inflation factor (VIF).

Table 7. Result of Multicollinearity Testing.

	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Leadership (X1)	0.982	1.019
Organizational Culture (X2)	0.982	1.019

a. Dependent Variable: Employee Performance (Y)

Table 7 shows that the tolerance value of the leadership variable is 1.019 and the organizational culture is 0.982, which is greater than 0.10. Meanwhile, the VIF value of the leadership variable is 2.798 and the organizational culture is 1.019 which is smaller than 10.00. So, it can be concluded that there is no multicollinearity.

Table 8. Results of t-test Hypothesis testing.

	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	5.628	2.568		2.191	0.030
Leadership (X1)	0.380	0.081	0.355	4.709	0.000
Organizational Culture (X2)	0.415	0.075	0.419	5.554	0.000

a. Dependent Variable: Employee Performance (Y)

Table 8 shows the result of hypothesis testing. The result indicates that leadership and organizational culture have a significant and positive effect on employee performance. The regression coefficient of leadership variable is 0.380, standard error is 0.081, t-statistic is 4.709 and significant at the level 1 percent. It means by assuming increase 1 percent in leadership it will be increased the employee performance as much as 38 percent. Thus, Ho1 is rejected and Ha1 is accepted. Organisational culture regression coefficient is 0.415, standard error is 0.075, t-statistic is 5.554 and significant at the level 1 percent. It means by assuming increase 1 percent in organizational culture then it will be increased the employee performance as much as 41.5 percent. Ho2 is rejected and Ha2 is accepted.

5. Conclusion

In conclusion, this study has identified that the factor of leadership and organizational culture are important in determining organizational success. The results of the study found that leadership and organizational culture have a significant positive effect on employee performance. It means that better the leadership of Malahayati University, the higher the employee's performance. Also, the higher organizational culture can affect the behaviour and mindset in carrying out work in accordance with the set time so that it can improve the performance of its employees.

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