

## The Influence of Leadership Style and Organizational Culture on Employee Performance in the Gandapura District Office of Bireuen District

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### ABSTRACT

The aim of this research is to determine the effect of work leadership style and organizational culture on employee performance at the Gandapura sub-district office, Bireuen district. This research is quantitative research with a total of 45 respondents and the sampling technique uses a saturated sampling technique because the entire population is used as a sample. The data collection technique was carried out by distributing questionnaires. The analysis technique used in the research uses multiple linear regression analysis with the help of SPSS version 25 for Windows. The results of this research show that partial leadership style does not have a significant effect on employee performance with a regression coefficient of  $= 1.517 < 2.01808$ . organizational culture has a positive and significant effect on employee performance with a coefficient of  $= 2.597 > 2.01808$ . The results of simultaneous testing of employee leadership style, organizational culture and performance have a significant effect on employee performance as proven with a coefficient of  $= 4,710 > 0.322$ . The influence of motivation, work communication and employee performance is shown by the R Square value of 0.183, the remaining 81.7% is influenced by other variables not examined in this research

**Keywords:** Leadership Style and Organizational Culture, Employee Performance

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**INTRODUCTION**

In the era of globalization, every organization is required to improve things related to human resources and be more responsive in order to continue to survive and develop. Therefore, human resources in every organization must be paid attention to so that the human resources in the company are always maintained, whether health, compensation or performance of the resources in the organization.

Employment human resources between leaders and employees at the sub-district office where employees play an important role in the organization. Therefore, the existence of an organization cannot be separated from the element of human resources. Human resource problems are a challenge for management because the success of management and others depends on the quality of human resources.

General administration carried out by government officials in various service sectors, especially those involving civil rights and basic community needs. Its performance is still not as expected, this is due to the rapid population growth, which creates obstacles in equalizing welfare from various development outcomes. Apart from that, the government's inability to meet demands for providing service facilities to the community has given rise to dissatisfaction in people's lives.

Work discipline among sub-district office employees can be seen from the work discipline behavior of employees. Some employees who do not appear on time show that employees are disobedient to the regulations that have been set. This results in employees who are not disciplined in complying with the applicable rules. As a result, employee performance is not optimal in providing administrative services.

The phenomenon or problem in the sub-district office is the leadership style of leaders who are less skilled in conveying messages or communicating with their employees. Meanwhile, some employees feel that their needs and desires have not been fully met in working as employees at this agency. Leadership's firmness in this matter is very necessary to strengthen regulations in overcoming employee indiscipline in order to improve employee performance in serving the community/public. This research discusses leadership styles and organizational culture that can be used to improve employee performance.

According to Rivai (2014) "Leadership style is a set of characteristics that leaders use to influence subordinates so that organizational goals are achieved or it can also be said that leadership style is a pattern of behavior and strategies that are liked and often applied by a leader." Edison, Anwar and Komariyah (2018) define organizational culture as the result of the process of merging the cultural style or behavior of each individual that was previously brought into a new norm and philosophy, which has the energy and pride of the group in facing certain things and goals.

Mangkunegara (2014) performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. In line with previous opinions, Hasibuan (2012) believes that employee performance is a result achieved by a person in carrying out the tasks assigned to him which is based on skill, experience, seriousness and time.

**METHOD**

Method used in study This that is with using method survey , where researcher share questionnaire For collect data on the approach used in study This that is approach

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quantitative . According to Sugiono (2019) research quantitative interpreted as method based research on philosophy positivism , used For research on population or sample specific , data collection uses instrument research , data analysis quantitative / statistical , with objective test hypothesis that has been set .

Research design is a research design that is used as a guide in carrying out the research process. This research is intended to determine the influence of Leadership Style ( $X_1$ ), Organizational Culture ( $X_2$ ) on Employee Performance (Y) at the Gandapura Subdistrict Office, so this research is categorized as explanatory research , namely research that aims to explain the influence of variables through hypothesis testing. In this research there are independent (influencing) and dependent (influenced) variables.

### RESULT

#### Validity Test

Test validity of the instrument in study This done with compare mark correlated items-Total Correlation on every item question . Every factor considered valid if corrected Item-Total Correlation  $> 0.30$  ( Sugiyono , 2012). As for results testing test validity study This served as following :

**Table 1.** Validity Test

Question Indicators Independent Variables ( $X_1$ and $X_2$ ) and Dependent (Y)	Pearson Correlation	Minimal Correlation	Information
Variable $X_1$ Leadership Style			
$X_{1.1}$	0.604	$>0.30$	Valid
$X_{1.2}$	0.618	$>0.30$	Valid
$X_{1.3}$	0.579	$>0.30$	Valid
$X_{1.4}$	0.756	$>0.30$	Valid
$X_{1.5}$	0.638	$>0.30$	Valid
Variable $X_2$ Culture Organization			
$X_{2.1}$	0.739	$>0.30$	Valid
$X_{2.2}$	0.710	$>0.30$	Valid
$X_{2.3}$	0.571	$>0.30$	Valid
$X_{2.4}$	0.692	$>0.30$	Valid
Variable Y Employee Performance			
$Y_1$	0.651	$>0.30$	Valid
$Y_2$	0.751	$>0.30$	Valid
$Y_3$	0.593	$>0.30$	Valid
$Y_4$	0.710	$>0.30$	Valid
$Y_5$	0.672	$>0.30$	Valid

**Source:** Research Results, Data processed 2024

From the table above, the overall Pearson correlation value for the leadership style, organizational culture and employee performance variables shows a Pearson Correlation result of  $> 0.30$  . It can be concluded that the independent indicators and dependent variables have passed the validity test.

#### Reliability Test

Testing the reliability of the questionnaire in this study used one shot or just one measurement and to test the reliability the Cronba c h Alpha coefficient was efficient. Decision Criteria N Reliabel T I Do N't Make Credition In Cronba C H ' S Alpha  $> 0.60$  Is A R E L I A B E L

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**Table 2.** Reliability Test

No	Variable	Number of Questions	Cronbach Alpha	Cut Off	Note
1	Leadership Style ( $X_1$ )	5	0.628	>0.60	Reliable
2	Organizational Culture ( $X_2$ )	4	0.607	>0.60	Reliable
3	Employee Performance (Y)	5	0.692	>0.60	Reliable

Source: Research Results, Processed Data 2024

Based on the table above It can be seen that the Cronbach Alpha value for the independent variable and dependent variable has a value of  $> 0.60$ . From the results of the data processed via SPSS, it can be concluded that all the variables studied are reliable.

### Partial Testing (t Test)

The t test is a type of statistical test used to determine how far the influence of independent variables can explain the dependent variable individually. The t test was carried out with a confidence level of 95% and an analysis error rate ( $\alpha$ ) of 5%. The degree of freedom used was  $df1=nk$ . This concrete level will be used to determine the truth of the hypothesis. The basis for decision making in the t test is as follows (Ghozali, 2011):

1. If  $t_{count} > t_{table}$  and the significance value  $< 0.05$ , then it is accepted, which means that the independent variables consisting of leadership style and organizational culture have a partial and significant effect on the dependent variable, namely the performance of employees at the Gandapura sub-district office.
2. If  $t_{count} < t_{table}$  and the significance value is  $> 0.05$ , then it is rejected, which means that the independent variables consisting of leadership style and organizational culture do not have a partial and significant effect on the dependent variable, namely the performance of the Gandapura sub-district office staff.

**Table 3.** Partial Hypothesis Testing

Model	$t_{count}$	$t_{table}$	Sig
Leadership Style	1,517	1.68195	.137
Organizational culture	2,597	1.68195	.013

Source : Research Results, Data processed 2024

1. The results of the regression calculations show that the hypothesis  $H_0$  is rejected, this means that leadership style has no partial effect on the performance of employees at the Gandapura sub-district office. This is indicated by the  $calculated\ t\ value > t_{table}$  at the 5% level ( $1.517 > 1.68195$ ) and a significant value of  $0.137 > 0.05$ .
2. The results of the regression calculations show that hypothesis  $H_2$  is accepted, this means that organizational culture partially influences the performance of employees at the Gandapura sub-district office. This is indicated by the  $calculated\ t\ value > t_{table}$  at the 5% level ( $2,597 > 1.68195$ ) and a significant value of  $0.013 < 0.05$ .

### Simultaneous Testing (F Test)

F is a way of testing the null hypothesis involving more than one coefficient. It works by determining whether the fit of a regression equation is significant by constraining the equation to conform to the null hypothesis. The F test is carried out with a confidence level of 95% and an analysis error rate ( $\alpha$ ) = 5% degrees of freedom in the numerator  $df1=(k-1)$  and degrees of freedom in the denominator  $df2=(nk)$ , k is the number of

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parameters (coefficients) of the linear regression model and  $n$  is the number of observations. The  $F$  test is used to see the influence of performance variables (work motivation and organizational climate ) on them simultaneously or together. The basis for decision making is as follows (Ghozali, 2011):

1. If  $F_{\text{count}} > F_{\text{table}}$  and the significance value  $< 0.05$ , then it is accepted, which means that the independent variables consisting of leadership style and organizational culture have a simultaneous and significant effect on the dependent variable, namely the performance of the Gandapura sub-district office employees.
2. If  $F_{\text{count}} < F_{\text{table}}$  and the significance value is  $> 0.05$ , then it is rejected, which means that the independent variables consisting of leadership style and organizational culture do not have a simultaneous and significant effect on the dependent variable, namely the performance of the Gandapura sub-district office employees.

**Table 4 .** Simultaneous Hypothesis Testing

R Square Change	F Change	df1	df2	Sig. F Change
,183	4,710	2	42	.014

Source: Research Results, Data processed 2024

Based on table 4.15, the calculation results obtained in the table above, it can be seen that the calculated  $F$  value  $> F_{\text{table}}$  (  $4,710 > 3.22$  ), and significant value (sig) =  $0.000 < 0.05$ . The results of the regression calculations show that the hypothesis  $H_3$  is accepted. This means that leadership style and organizational culture have a simultaneous and significant effect on the performance of Gandapura sub-district office employees.

## DISCUSSION

### Leadership Style on Employee Performance

In this study, the leadership style variable had no effect on employee performance at the Gandapura sub-district office . Even though leadership style has an important role in inspiring and motivating a team, there are situations where leadership style does not have a significant effect on employee performance. This can happen when the team is used to routine tasks and has a high level of autonomy, so that a more relaxed leadership style does not have a significant impact on their work results.

The results of this research are in line with the results of research conducted by Dwi Haryanto , (2017) where the research focused on the Influence of Leadership Style, Compensation and Organizational Commitment on CV Employee Performance. Indyferyto Group Yogyakarta , gave results that had no effect on leadership style on employee performance.

### Organizational Culture on Employee Performance

In this research, organizational culture variables have a positive effect on employee performance at the Gandapura sub-district office. A positive estimate value explains that the better the organizational culture, the better the performance of organizational members. This shows a conducive organizational culture at the Gandapura sub-district office reflected in a good organizational culture will influence how employees behave at work.

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When an organization is able to create a good organizational culture, it will directly be able to provide comfortable conditions for employees at work. In addition, this research will explore how to manage their organizational culture to support increased employee performance. This includes analyzing human resource management practices, leadership, communication, and cultural adaptation processes in organizations (eg, Cameron & Quinn, 2011; Armstrong & Taylor, 2020)

The results of this research are in line with the results of research conducted by Muhammad Zaky, (2021) where the research focused on Case Study employees in the Manufacturing Industry in Indonesia , giving results that there is a positive influence of organizational culture on employee performance.

### **Leadership Style and Organizational Culture on Employee Performance**

In this research, leadership style and organizational culture simultaneously influence employee performance at the Gandapura sub-district office, Bireuen Regency . A leadership style that supports innovation increases the sub-district office's ability to find efficient solutions and also improves employee well-being in terms of performance, while a lack of attention can result in low performance in the organization. Clear communication reduces resistance to the organization, while non-transparent leadership creates uncertainty . An organizational culture that encourages high performance motivates employees to achieve goals and is consistent with employee values, increasing identification and pride.

Thus, it is important to note that the influence of leadership style and organizational culture can interact with each other, which is very important in an organization to create a balanced and productive work environment and support common goals. at the Gandapura sub-district office, Bireuen Regency, it will be able to improve the performance of employees at the Gandapura sub-district office, Bireuen Regency .

The results of this research are in line with the results of research conducted by Fahmi, (2018) where the research focused on Leadership Style and Organizational Culture on Employee Performance at the Faculty of Economics, Ibn Khaldun University, Bogor, Indonesia, giving results namely that the relationship between leadership style and organizational culture has an impact on performance. employee.

### **CONCLUSION**

In this research, the leadership style variable has no effect on employee performance, so it can be interpreted that leadership style does not have a positive impact on employee performance. Organizational culture variables influence the performance of Gandapura sub-district office employees, so it can be interpreted that organizational culture has a positive impact on employee performance. The results of the regression calculations show that this means that leadership style has no effect on employee performance and organizational culture has a simultaneous and significant effect on the performance of Gandapura sub-district office employees. The correlation coefficient (R) of 0.428 indicates that there is a fairly strong relationship between the independent variable and the dependent variable of 42.8%. The R<sup>2</sup> value is 0.183, this shows that the influence of the independent variables leadership style and organizational culture has an influence on employee performance at the Gandapura sub-district office by 18.3% while the remaining 81.7% is explained by other variables outside this research.

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