

The Influence of Leadership Style and Organizational Culture on the Performance of North Luwu Regional Library and Archives Service Employees

Darwanti^{1*}, Haedar², Ibrahim halim³

¹Faculty of Economics and Business, Universitas Muhammadiyah Palopo, 91922, Indonesia

²Faculty of Economics and Business, Universitas Muhammadiyah Palopo, 91922, Indonesia

³Faculty of Economics and Business, Universitas Muhammadiyah Palopo, 91922, Indonesia

Corresponding Author Email: darwanti489@gmail.com

Abstrak

The purpose of this research is to determine the influence of Leadership Style and Organizational Culture on the Performance of North Luwu Regional Library and Archives Service Employees. The researcher used a quantitative descriptive method, the data was collected by distributing questionnaires using a Likert scale, the population in the study was all employees at the research site, 55 respondents, to test the hypothesis the researcher used multiple linear regression analysis with the help of the SPSS 2023 application. The results of this research show that Leadership Style has a positive and significant effect on employee performance, while Organizational Culture has no effect on Employee Performance at the North Luwu Regional Library and Archives Service.

Keywords: Leadership Style, Organizational Culture, and Employee Performance

1. INTRODUCTION

Competition in the world of work is getting tighter, so that every worker must learn more about the world of work in order to survive and develop in the company, the human resources of each employee must always be considered in their growth, both in terms of health, compensation, and good performance. [1] Argues that in order to build a solid foundation for building the country's economy, the government must achieve the target of improving the quality of human resources (HR) to be superior. Meanwhile, according to [2] Human resources are a combination of attitudes, knowledge, and other individual qualities that a person has that are used to achieve success in the workplace.

Employee performance is strongly influenced by leadership style. Leadership comes from the word "pimpin", which means directing, fostering, organizing, guiding, and also showing or influencing. Leaders are responsible for the success of their work activities physically and spiritually, a person's ability to lead a company or organization that can motivate and direct others to achieve common goals for the company's progress. [3] Suggest that for knowledge they must be improved and developed. The success of achieving goals cannot be guaranteed only by knowledge and skills. The attitude of employees to carry out tasks is also very important for the success of leaders to improve human resources. Meanwhile, according to [4] performance is a matrix used by companies to measure the extent to which employees can complete the tasks they are given and how far the company has advanced.

How employees interact, work, and contribute to the company is influenced by Organizational Culture, which consists of norms, values, beliefs, and behaviors that shape their work environment. Because the success of an organization is closely related to the quality of the performance of its members, the organization must continue to develop and

improve the performance of its members. [5] Argues that Organizational Culture is one measure of the success of organizational management. Good service to the community shows that employees have good quality, an organization has the right function to build the quality of employee performance. Meanwhile, according to [6] Organizational Culture needs to improve the performance of its employees, the performance of an employee can be measured from the results of their work, tasks, or activities within a certain period of time, which will support organizational productivity.

[7] suggests that a person's process of doing work that produces products or ideas. Performance is needed to meet the company's desired goals. There are several components that must be met in work appraisal, namely human resources, an important component of performance that affects the operation of an organization. Meanwhile, according to Siti Nur [8] To support the progress of employee performance, the role of motivation is very important as a force within a person that will encourage them to do something more enthusiastically. Especially in terms of work, which affects employee performance.

[4] in the results showed that Transformational Leadership Style has a positive and significant impact on Employee Performance and Transformational Leadership positively and significantly mediates the impact of Transformational Leadership on Employee Performance. Meanwhile, the results of research from [9] in their research show that Transformational Organizational Culture partially has a positive and significant effect on overall employee performance.

From the description of the previous research above, the researcher found similarities in variables or there was a relationship with the research that was being carried out, namely in the first study entitled "The Mediating Role of Job Satisfaction on Transformational Leadership Style on Employee Performance of Toyota Auto 2000 Denpasar", the second study entitled "The Effect of Transformational Leadership and Organizational Culture on Ptpn Ix Batujamus Employee Performance". And in the current study there are differences, namely in the first study adding the Organizational Culture variable and in the second study adding the Leadership Style variable, in this study also placed in the North Luwu Regional Library and Archives Office. The purpose of this study was to determine the effect of leadership style and organizational culture on the performance of employees of the North Luwu Regional Library and Archives Office.

2. Research Methods

This research was conducted at the North Luwu Regional Library and Archives Office. To assess the effect of Leadership Style and Organizational Culture on variables related to Employee Performance, this study uses a descriptive method with a quantitative approach, a quantitative descriptive approach is obtained through the process of processing data from respondents and then distributing or filling out questionnaires emphasizing the use of numbers and statistical management, this research was conducted in Masamba City, precisely at the North Luwu Regional Library and Archives Office. The population and sample in this study were all employees of the North Luwu Regional Library and Archives Office, totaling 55 employees. This study uses the saturated sampling technique from Sugiono (2019) which suggests that all members of the population are sampled in determining the sample. The

sample in this study were all employees of the North Luwu Regional Library and Archives Office. In data collection research using observation and questionnaire techniques, in measuring respondents' responses to each existing variable measured using a Likert scale and there are five answers listed in the questionnaire sheet which contains strongly agree with a value of 5, agree with a value of 4, neutral with a value of 3, disagree with a value of 2, and strongly disagree with a value of 1. The questionnaire before being distributed is carried out a validity test and reliability test to determine the extent to which the measuring instrument can measure and is consistent in measuring what you want to measure, then a multiple linear regression analysis test is carried out to measure the effect of the Leadership Style and Organizational Culture variables on Employee Performance at the North Luwu Regional Library and Archives Office.

3. Results And Discussion

3.1 Results

Validity Test

The validity test is an important step in research to ensure that the measurement instrument or method used actually measures what should be measured. It can be seen in the table below that the validity test in this study compares R-count and R-table with $(df) = N - 2$, then $55 - 2 = 53$ so that the R-table value is 0.2241. The results of the calculation of the correlation coefficient of all statement items are declared significant pearson correlation $R\text{-count} \geq R\text{-table}$, it can be concluded that all X1, X2, and Y statement items are declared valid and can be used as measuring instruments in this study.

Table I
Validity Test Results

Variables X1	statement items	R count	R Table	Description
Leadership Style	P1	0,826	0,2241	Valid
	P2	0,826	0,2241	Valid
	P3	0,817	0,2241	Valid
	P4	0,724	0,2241	Valid
	P5	0,845	0,2241	Valid
	P6	0,845	0,2241	Valid
	P7	0,858	0,2241	Valid
	P8	0,780	0,2241	Valid
	P9	0,843	0,2241	Valid
	P10	0,801	0,2241	Valid
Variables X2	statement items	R count	R Table	Description
Organizational Culture	P1	0,947	0,2241	Valid
	P2	0,922	0,2241	Valid
	P3	0,908	0,2241	Valid
	P4	0,749	0,2241	Valid
	P5	0,773	0,2241	Valid
	P6	0,906	0,2241	Valid
	P7	0,827	0,2241	Valid
	P8	0,886	0,2241	Valid

Variables Y	P9	0,814	0,2241	Valid
	P10	0,898	0,2241	Valid
	statement items	R count	R Table	Description
	P1	0,868	0,2241	Valid
	P2	0,765	0,2241	Valid
	P3	0,815	0,2241	Valid
	P4	0,940	0,2241	Valid
	P5	0,901	0,2241	Valid
	P6	0,895	0,2241	Valid
	P7	0,862	0,2241	Valid
Employee Performance	P8	0,886	0,2241	Valid
	P9	0,897	0,2241	Valid
	P10	0,857	0,2241	Valid

Source: SPSS 25 data processing results, 2023

Reliability Test

In this study, reliability is a consistent measure of indicators in measuring their variables. Can produce the same data a questionnaire can be said to be reliable or reliable if the respondent's answer to the statement can be consistent or stable over time, so that the questionnaire can be used several times in research, if the measuring instrument in the study is used twice and the results are the same, the measurements obtained are relatively consistent, then the measuring instrument is reliable. Pratiwi et al., (2023) if the value of the Cronbach's Alpha value > 0.60 , this indicates that the item statements in the questionnaire are reliable or reliable, conversely if the Cronbach's Alpha value is < 0.60 , this indicates that each item statement in the questionnaire is unreliable. While the results of the Cronbach's Alpha value reliability test on variable X1 were 0.779, variable X2 was 0.788, and variable Y was 0.789. All values of each variable are above 0.60 and it can be concluded that each statement item contained in the questionnaire is considered reliable because it has met the requirements as a measuring tool in research.

Table II
Reliability Test Results of Research Variables

Variables	Cronbach's Alpha	Description
Leadership Style (X1)	0,779	Reliabel
Organizational Culture (X2)	0,788	Reliabel
Employee Performance (Y)	0,789	Reliabel

Source: SPSS 25 data processing results, 2023

Multiple Linear Regression Analysis

This multiple linear regression analysis is used to determine the effect of Leadership Style and Organizational Culture on the Performance of Employees of the North Luwu Regional Library and Archives Office, the results of data processing using SPSS 2023 obtained the following multiple linear regression equation:

$$Y = 18.938 + 0.596X_1 + 0.006X_2$$

From the results of the above equation, it can be explained as follows:

The constant value (a) of 18.938 means that if the Leadership Style variable (X_1) and the Organizational Culture variable (X_2) do not exist or are equal to zero, then Employee Performance (Y) is 18.938.

The b1 coefficient value of 0.596 means that every one percent increase in the Leadership Style variable will increase Employee Performance by 0.596 assuming the Employee Performance variable is constant.

The b2 coefficient value of 0.006 means that every one percent increase in the Organizational Culture variable will increase Employee Performance by 0.006 assuming the Organizational Culture variable does not change or is constant.

Partial Test (T Test)

The T-test results are as follows:

Table III
Partial Test Results (T)

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	18.936	4.322		4.382	.000
Leadership Style (X_1)	.596	.087	.690	6.851	.000
Organizational Culture (X_2)	.006	.038	.016	.161	.872

Source: SPSS 25 data processing results, 2023

Based on table 4 above, the following results are obtained:

The calculated T value for the Leadership Style variable (X_1) of 6.851 is greater than the T table of 1.675 with a significant level > 0.000 so that the first hypothesis is accepted, meaning that the Leadership Style (X_1) partially has a positive and significant effect on Employee Performance (Y).

The calculated T value for the Organizational Culture variable (X_2) of 0.161 is smaller than the T table of 1.675 with a significant level > 0.872 so that the second hypothesis is not accepted, meaning that Organizational Culture (X_2) partially has no effect on Employee Performance (Y).

Simultaneous Test (F Test)

The results of the F test in this study are as follows:

Table IV
F Test Results

Model		Sum of Squares	DF	Mean Square	F	Sig.
1	Regression	146.482	2	73.241	23.810	.000 ^b
	Residual	159.954	52	3.076		
	Total	306.436	54			

Source: SPSS 25 data processing results, 2023

The calculated F value is used to test whether the model fits (right), so the F value is called goodness of fit. The F test is used to test whether the independent variables are able to explain changes in the value of the dependent variable (simultaneous test). The F test is done by comparing the F-count with the F-table. The results of the F-count calculation were obtained at 23.810, while the F-table was 3.18 ($23.810 > 3.18$) with a significant 0.000. The calculation results obtained by F-count more than F-table, it can be concluded that all independent variables are proven to have a significant effect on the dependent variable.

Coefficient of Determination (R²)

The coefficient of determination in research shows how much the dependent variable can be explained by the independent variable, in the table below it is known that the coefficient of determination has an adjusted R square value of 0.458, this explains that the variation in the Employee Performance variable is 45.8% so that it can be explained by the Leadership Style variable and the remaining organizational culture of 54.2% is explained by other variables not proposed in this study.

Table V
Determination Coefficient Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.691 ^a	.478	.458	1.754

Source: SPSS 25 data processing results, 2023

3.2 Discussion

Effect of Leadership Style on Employee Performance

In the hypothesis test (H1) proves that there is an influence between Leadership Style on Employee Performance. Through the calculation, the calculated T value of X1 of 6.851 is greater than the T table of 1.675, thus H1 is accepted. This test statistically shows that leadership style has a positive and significant effect on employee performance at the North Luwu Regional Library and Archives Office. The results of this study are in line with the research of Nurlina et al., (2021) in her research entitled leadership style and motivation affect employee performance, from the results of research that has been conducted, it is found that leadership style has a positive and significant effect on employee performance.

Effect of Organizational Culture on Employee Performance

Meanwhile, in the hypothesis test (H2) it can be seen that organizational culture and employee performance. In the calculation results, the calculated T value of 0.161 is smaller than the T table of 1.675, which means that the hypothesis in this study does not accept X2. This test statistically proves that organizational culture has no effect on employee performance at the North Luwu Regional Library and Archives Office. The results of this study are in line with the results of research by [10] in a study entitled The Effect of Organizational Culture and Leadership on Employee Performance in his research found that organizational culture has no effect on employee performance.

4. Conclusion

Based on the results of the research that has been carried out, it can be concluded as follows: Leadership style has a positive and significant effect on employee performance at the North Luwu Regional Library and Archives Office. Organizational Culture has no effect on Employee Performance at the North Luwu Regional Library and Archives Service.

5. Acknowledgement

All praise and thanks be to Allah SWT, who has bestowed His grace and guidance on all of us, so that the compiler can make a research entitled "The Effect of Leadership Style and Organizational Culture on the Performance of Employees of the North Luwu Regional Library and Archives Office". Nevertheless, the compiler tried his best for the perfection of the preparation of this report to fulfill one of the activities of students who participated in research activities at Muhammadiyah Palopo University. In the form of a report, the results of this research are compiled based on the results of observations, discussions, and direct involvement in the implementation process carried out from November to completion. The author realizes that the success of the study and the preparation of this research report is inseparable from the help of those who have given encouragement and prayers to the author in facing every challenge, so it is fitting that on this occasion the author expresses his gratitude to:

1. Mr. HAEDAR, S.E., M.M. as the first supervisor of this research.
2. Dr. IBRAHIM HALIM, S.Pd.I., M.Pd.I. as the second supervisor of this research.
3. To Muhammadiyah Palopo University through the Institute for Research and Community Service (LPPM) which has facilitated this research activity.

Hopefully the results of this research can be utilized and can contribute ideas for the development of knowledge for the author and for interested parties.

6. Reference

- [1] Sugiat, M. A. (2020). Developing Superior Human Resources Based on Collaborative Strategic Management. SULTANIST: Journal of Management and Finance, 8(1), 1-8.
- [2] Cahmawati, C., & Romandhon, R. (2021). The Effect of the Role of Information Technology, Human Resource Competencies, Internal Audit Roles and Government Accounting Standards on the Quality of Financial Statements. Journal of Economic,

- Business and Engineering (JEBE), 2(2), 226-234.
<https://doi.org/10.32500/jebe.v2i2.1737>
- [3] Yosepa, H., Samsudin, A., & Ramdan, A. M. (2020). Human Resource Development (HR) on the Level of Employee Work Ethic at Santika Hotel Sukabumi. *Journal of Management Science*, 8(3), 742. <https://doi.org/10.26740/jim.v8n3.p742-747>
- [4] Putra, I. M. A., & Surya, I. B. K. (2020). The Mediating Role of Job Satisfaction on Transformational Leadership Style on Employee Performance of Toyota Auto 2000 Denpasar. *E-Journal of Management, Udayana University*, 9(2), 405. <https://doi.org/10.24843/ejmunud.2020.v09.i02.p01>
- [5] Maharani, D. (2019). The Effect of Human Resource Management and Organizational Culture on the Quality of Employee Performance at the Cikijing District Office, Majalengka Regency. *Governance Dynamics: Journal of Public Administration Science*, 9 (2). <https://doi.org/10.33005/jdg.v9i2.1637>
- [6] Dunggio, S. (2020). The Effect of Organizational Culture on Employee Performance at the Duingingi Sub-District Office, Gorontalo City. *Public: Journal of Human Resource Management, Administration and Public Services*, 7(1), 1-9. <https://doi.org/10.37606/publik.v7i1.114>
- [7] Rivaldo, Y. (2022). Improving Employee Performance. *Eureka Media Aksara*, 1-90. <https://doi.org/10.47232/aktual.v20i2.220>
- [8] Siti Nur Aisah. (2020). The Effect of Leadership Style on Employee Performance. *Bulletin of Management and Business*, 1(2), 42-50. <https://doi.org/10.31328/bmb.v1i2.100>
- [9] Supardi, & Aulia Anshari. (2022). The Effect of Transformational Leadership and Organizational Culture on Ptpn Ix Batujamus Employee Performance. *Journal of Informatics Management Publications*, 1(1), 85-95. <https://doi.org/10.55606/jupumi.v1i1.243>
- [10] Maulana, Z., & Yahya, M. (2022). The Effect of Organizational Culture and Leadership on Employee Performance. *AKTUAL Journal*, 20(2), 187-193.