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Assessing the Impact of Leadership and Organizational Culture on the Performance of Personnel and Human Resources Development Agency in Enrekang Regency

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Abstract

The implementation of change often requires effective leadership as an important first step, rather than verbal assurances. Therefore, this study aims to determine the quality or ability of Human Resources to carry out their duties and functions at the Personnel and Human Resources Development Agency in the Enrekang Regency. The study procedures were carried out using a quantitative method with a saturated sampling approach, involving 36 participants. The results showed that: 1) Leadership had no significant influence on performance of the Personnel and Human Resources Development Agency in the Enrekang Regency, and it was also indirectly proportional to the improvement of Human Resources development, 2) Organizational Culture significantly influenced employee performance, thereby making a positive and significant contribution to Human Resources development. 3) Leadership and organizational culture simultaneously impacted performance of workers.

Keywords: Leadership, Organizational Culture, Agency Performance, and Human Resources Development

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INTRODUCTION

The efficient functioning of Human Resources and leaders is crucial in achieving organizational goals. Every organization requires capable leadership to manage the expectations of employees and align them with the long-term vision A competent leader must be capable of establishing a collaborative relationship between officials and staff, regardless of their position and circumstances. However, these ideal conditions are often absent in agency, such as the Personnel and Human Resources Development Agency (BKPSDM) of the Enrekang Regency. Based on the initial observations at the BKPSDM in the Enrekang Regency, the division leaders were not optimal in creating and maintaining a good work environment. The relationship between them was also less harmonious and there was a communication gap with agency staff, leading to misunderstandings.

These findings revealed that each division leader was primarily focused on the interest of their groups. This limited focus can contribute to the creation of a work culture that does not prioritize problem-solving within the organization. Human Resources are an important asset in promoting a healthy organizational climate and achieving goals. Effective leadership and organizational culture are also crucial in improving government performance. Therefore, the Enrekang Regency BKPSDM must redesign its organization to better serve the needs of the community and promote regional development. The organization must also be flexible enough to adapt to changes and promote problem-solving. The following problem formulation can guide the redesign process:

1. Does leadership significantly influence performance of the Personnel and Human Resources Development Agency in the Enrekang Regency?
2. Does organizational culture significantly influence Employee Performance in the Personnel and Human Resources Development Agency in the Enrekang Regency?
3. Does Leadership and Organizational Culture simultaneously influence the Personnel and Human Resources Development Agency in the Enrekang Regency?

LITERATURE REVIEW

Leadership

Leadership is a term derived from the word ‘leader,’ which means directing, fostering, organizing, guiding, or influencing others. Leaders often have a physical and spiritual responsibility for the success of their team’s work activities. Consequently, leadership is not an easy task, and leaders often have different roles.

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Effective leadership involves the ability to inspire, motivate, and coordinate an organization toward achieving a common goal. An organization or a department may lack focus on certain goals, such as improving job security due to the absence of inspiration from a leader Dubrin (2005:4).

According to Yuki (2005), leadership is the process that entails influencing others, as well as understanding and agreeing with what needs to be carried out and how it needs to be done. It also involves facilitating individual and collective efforts to achieve common goals. Meanwhile, it was defined by Robbins (2006) as the ability to influence a group toward achieving a goal.

Organizational Culture

Organizational culture is a system of meanings, values, and beliefs shared within an organization, which becomes a reference for action and distinguishes them from others (Mas'ud, 2004). It also determines the identity and main character of members of the organization (Mas'ud,2004).

According to a previous study, organizational culture can be defined as the values and symbols that are understood and obeyed together. Furthermore, it often helps members of the organization feel like one family and create a condition that is different from other institutions. Furthermore, based on the report of Stoner *et al.* (1996), culture is a complex combination of assumptions, behaviors, stories, myths, metaphors, and other ideas that come together to determine what it means to be a member of a particular society. It also encompasses important understandings, such as norms, attitudes, and beliefs shared by members of an organization (Stoner et al., 1996). Schein (1991) stated that organizational culture was a pattern of shared basic assumptions learned by groups while solving problems of external adaptation and internal integration. These assumptions are deemed correct and are taught to new members as the acceptable way to approach, think, and feel about problems.

Performance

Employee performance refers to an individual's achievement as measured against the standards and criteria set by the company. This indicates that effective management must be carried out to improve Human Resources and achieve the company's objectives (Mas'ud, 2004). According to Waldman (1994), performance is a combination of behavior and the achievement of expected tasks or requirements assigned to each individual in an organization. Meanwhile, Mangkunegara (2001) stated that it was the quality and quantity

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of work that could be achieved by employees when carrying out their duties. Soeprihantono J. (1988) also revealed that performance could be evaluated based on an employee's work during a certain period compared to predetermined targets, goals, or criteria agreed upon collectively.

According to Rivai, 2004, performance is the result or success level during a certain period of carrying out tasks in comparison to the work standards, targets, or goals.

Method

Method Approach

This study used quantitative method, including:

1) Descriptive study was carried out to describe the level of contribution of Human Resources, leadership, and Organizational Culture to performance at the BKPSDM Enrekang Regency.
2) Explanatory study aimed to analyze the relationship and influence of Human Resources, leadership, and organizational culture on performance at the Enrekang Regency BKPSDM.

Population and Sample

In this study, the samples used were selected using the saturated sampling method. According to Sugiyono (2007), this technique was often used for sampling all members of the population, and it could also be referred to as a census in a small scope. Furthermore, it utilized N = n, indicating that all civil servants who worked at the Enrekang Regency BKPSDM were included, namely 36 people.

Data Analysis Techniques

Data analysis techniques used in this study included:

a. Descriptive Analysis

Descriptive analysis was carried out to test the generalization of results based on the samples in real conditions. Furthermore, it was performed using grouping, simplification, and data presentation, such as frequency distribution tables and measurements using ordinal scales. The ordinal scale was the simplest form, which was arranged based on its category, while the number function on the nominal scale was just a symbol to distinguish one character from another (Riduwan, 2009).

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b. Explanation Analysis

The form of study model that was carried out included:

1) Multiple Linear Regression Analysis

Multiple linear regression analysis aimed to identify and predict the relationship and influence of Human Resources, leadership, and, organizational culture on performance in the BKPSDM in the Enrekang Regency. Model testing was carried out using SPSS 21 for Windows, and the existence of the equation of multiple linear regression is presented below (Sugiyono, 2007):

$$Y=a + b1\ X1 + b2\ X2 + +\ ei$$

where:

Y = Performance of the BKPSDM
X1 = Leadership
X2 = Organizational culture
a = Constant
b1, b2, = Regression coefficient of variable X1, X2,
ei = Standard error

Based on data analysis using multiple linear regression calculations with Statistical Program for Product and Service Solution (SPSS) version 25, the results/output are presented in Table 1.

Table 1 . Regression Estimation Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	27,260	5,002		5,450	,000		
Leadership	-,138	,216	-,167	-,638	,531	,312	3,203
Organizational Culture	,801	,229	,917	3,499	,003	,312	3,203

Source: SPSS data processing, 2023.

The results of the regression equation is shown below:

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Y = 27,26 -,638 X1 +3,499 X2

The constant value of 27.26 showed that there were no Leadership and Organizational Culture variables with a value of 27.26. This indicated that if no variable influenced leadership and organizational culture, then performance variable was likely to have a value of 27.26. Based on the X1 regression coefficient of -0.638, each unit increase in leadership caused a -0.638 increment in employee performance. These results showed that leadership value increased along with the level of performance, but the increase was not significant. Furthermore, the regression coefficient value of X2 was 3.449, indicating that a one-unit increase in organizational culture value led to an increment of 3.449 in employee performance. Based on this finding, performance of Human Resources Staffing and Development Agency was likely to experience a positive and significant increase in line with organizational culture in the Enrekang Regency.

The results of simultaneous hypothesis testing on the effect of leadership and organizational culture on performance of the Enrekang Regency BKPSDM showed a calculated F value of 14,327, with a significance level of 0.000. The significance level was less than 0.05, and the estimated F value was greater than the F-table value (3.52), indicating that hypothesis H3 was accepted. Furthermore, the role of leadership in implementing organizational culture involved increasing the energy of member to achieve group goals. The results of reliability testing showed that all variables in this study had a Cronbach's Alpha (α) coefficient greater than 0.600. Based on these findings, the measurement concepts of each variable could be declared reliable.

DISCUSSION

The multiple linear regression analysis showed that the variables of Leadership and Organizational Culture positively influenced the Enrekang Regency BKPSDM. The magnitude of influence of these variables was 61.4%, as indicated by the coefficient of determination (R Square). Meanwhile, the remaining 29.6% was influenced by other factors, which were not examined in this study, including morale, work motivation, and others. Based on these results, leadership and organizational culture had a strong impact on performance of the Enrekang Regency BKPSDM.

The results showed that employee performance was at its lowest point when there were no influential independent variables. This indicated that leadership and work motivation as independent variables had an important role. Leadership was shown to have a significant influence on employee performance, but could also negatively affect

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work motivation. This was indicated by the attitude of the leaders toward employees who violated work rules, as the violators were not punished immediately. However, new leaders often imposed sanctions on workers who excelled, leading to resentment and threat to their position. This could be a problem at the Enrekang Regency BKPSDM, where there was a possibility of the leader not being able to distinguish between employees who excelled and those who did not. Consequently, employees who performed well often felt that their performance was not appreciated. This could lead to a misinterpretation of the high work discipline shown by employees as a manifestation of the loyalty of subordinates to the office when it was actually based on fear or threats.

Based on the results, organizational culture significantly influenced performance of the Enrekang Regency BKPSDM. The presence of organizational culture made the employees more motivated towards achieving office goals. Furthermore, this study showed that organizational culture was the dominant factor in influencing the improvement of employee performance at the Enrekang Regency BKPSDM.

CONCLUSION AND SUGGESTION

Conclusion

Based on data analysis and discussion, the following conclusions could be drawn:

1. Leadership had no significant influence on performance of the Enrekang Regency BKPSDM and was not directly proportional to the increase in Human Resources development.
2. Organizational culture significantly influenced employee performance at the Enrekang Regency BKPSDM. This made a positive and significant contribution to Human Resources development.
3. Leadership and Organizational Culture simultaneously had a significant influence on the Enrekang Regency BKPSDM.

Suggestion

From the results and discussion of this study, some suggestions for interested parties at the Enrekang Regency BKPSDM included: Leaders of the Enrekang Regency BKPSDM must pay attention to providing effective leadership, as it could have a negative influence on employee performance.

1. Employees with good performance must be maintained or even improved.

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2. For employees with low performance, it is better to provide stimuli or factors that can improve their performance, such as providing training, incentives in the form of bonuses, motivation, and others.
3. The cooperation between employees can be further enhanced, as collaboration facilitates the sharing of knowledge and experience with each other.

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