

The Influence of Leadership Style, Work Environment, and Organizational Culture on the Performance of Local Government Employees in Bogor Regency

Anita Juliandra
Magister of Management
Mercu Buana University, Jakarta, Indonesia

Charles Bohlen Purba
Postgraduate Lecturer
Mercu Buana University, Jakarta, Indonesia

Abstract:- This study aims to determine the partial and simultaneous influence of leadership style, work environment, and organizational culture on employee performance at the Regional Secretariat, Bogor Regency. The research sample was determined by stratification of each class of employees with a total of 95 people. Data analysis was performed through multiple linear regression tests with the help of SPSS 26 software. The results showed a simultaneous significant influence of leadership style, work environment, and organizational culture on employee performance at the Regional Secretariat, Bogor Regency. Hypothesis test results show that there is a significant influence of leadership style and organizational culture partially on employee performance at the Regional Secretariat, Bogor Regency. The work environment has an insignificant influence on employee performance at the Regional Secretariat, Bogor Regency.

Keywords:- Leadership Style; Work Environment; Organizational Culture; Employee Performance; Regional Secretariat of Bogor Regency.

I. INTRODUCTION

Optimization of government services to every community can be realized by the existence of government organizations that have the ability to carry out the rationalization of professional services in accordance with the scope of their respective duties. Therefore, every government employee is required to provide a deeper orientation in providing services to the community [1]. Currently, there are many problems in the bureaucracy, especially in the implementation of good governance. In fact, Good Governance is one of the efforts to commit to realizing a clean, transparent and accountable government. The problems of Good Governance include employee recruitment systems, employee career paths, promotion and transfer of employees, clarity of functions and main tasks, quality of human resources, low performance and discipline, behavioral and cultural values that are oriented towards no appreciation of achievement, welfare, do not apply reward and punishment, wastefulness and sluggish bureaucracy [2]. The impact of the difficulty of getting difficult quality workforce results in low organizational productivity as a result of low labor competency and a rapidly changing environment that has a big

impact in the form of demands to work efficiently and effectively [1].

The Regional Government of Bogor Regency is a regional government organization that strives to realize optimal services for the community in accordance with its vision of realizing the most advanced, comfortable, and civilized Bogor Regency. The performance of the Bogor Regency Regional Government in 2018 and 2019 received a B assessment from the Ministry of PAN-RB (Ministry of Administrative Reform and Bureaucratic Reform). This stagnant performance achievement indicates that the support of regional apparatus and existing human resources has not been properly optimized. Therefore, in an effort to improve the performance of the Bogor Regency Government, it can be done through improving the performance of employees within the Bogor Regency Regional Government.

Employee performance has a very strong role in determining the success of an organization [3]. Therefore, in an effort to achieve organizational goals, efforts are needed to improve the performance of each employee. Employee performance is an important factor in the success of a company [4]. Every company needs good performance and has achievements in the field of work according to its expertise. If a company has good employee performance, it will support the success of the company [5]. Every good employee performance will result in various positive things. Conversely, a negative impact will be experienced by the company if employees have poor performance [6].

The leadership style must be adapted to the conditions that exist in each organization because this is one of the factors that can affect employee performance [7]. Various research results show that leadership style can affect employee performance achievement [8] - [12]. Employees will feel safe and protected in carrying out their jobs if there is job satisfaction as a result of a leadership style that suits their subordinates [13]. Leadership can be achieved by giving an influence to subordinates to achieve organizational goals through various activities that are continuous in nature. Employees who are already in their comfort zone cause a lack of creative ideas and may be lazy to move to other parts of the company.

The results of other studies indicate that organizational work environment factors can affect employee performance achievement [4], [14] - [16]. A conducive work environment can have a good influence on the continuity of employees' work. Conversely, a negative impact will occur on the continuity of work if the organizational environment is not conducive [17]. In carrying out various activities, employees can have a positive or negative impact on the results of their work in an environment. Therefore, the work environment can influence a person in carrying out various tasks assigned to him so that the organization has an important role in creating a work environment [16]. In addition to the physical work environment, there are also non-physical work environments such as the work relationship between leaders and subordinates and this can affect employee morale. A well-built working relationship between leaders and subordinates will have an impact on employee comfort at work so that they can provide optimal performance results.

Another factor that can affect one's performance is the application of culture in an organization [1], [4], [18], [19]. Culture differentiates people from one another in how they interact and act to complete a job [8]. Beliefs, customs, or values are important elements in the formation of a culture. The characteristics of an organization are an organizational culture that needs to be well understood by each of its members so that organizational goals can be achieved. The ability of organizational members in carrying out each organizational culture will determine the sustainability of the organization so that it requires rules that bind every member of the organization to apply the organizational culture in each of their work activities.

This study will reveal several factors that affect employee performance and have not been done by many other researchers in recent years. These factors include leadership style, work environment, and the application of organizational culture. On the other hand, many researchers have an object orientation of research that focuses on employee performance in the company environment and not many have focused on employee performance in local governments, especially the Bogor Regency Government, which involves simultaneous factors of leadership style, work environment, and organizational culture.

II. RESEARCH METHODS

The population of this study were 271 employees who worked at the Regional Secretariat, Bogor Regency. The sampling method uses probability sampling which provides the same opportunity for each element or member of the population to be selected as a sample. The technique of determining the sample is carried out by proportional stratified random sampling, which is a proportional sampling technique based on a certain level. Data collection was carried out through distributing questionnaires to 95 respondents using a Likert scale of 1-5 where a score of 1 indicates disagree up to a score of 5 which indicates strongly agree. Data analysis was performed through multiple linear regression, t test, F test, and R2 with the help of SPSS 26 software.

TABLE 1. NUMBER AND STRATIFICATION OF RESEARCH SAMPLES

| No | Group | Population | | Number of Sample |
|--------------|-------|------------|-------|------------------|
| | | Amount | % | |
| 1 | I | 2 | 0,74 | 1 |
| 2 | II | 80 | 29,52 | 28 |
| 3 | III | 158 | 58,30 | 55 |
| 4 | IV | 31 | 11,44 | 11 |
| Total | | 271 | 100 | 95 |

III. RESEARCH RESULT

Model equation

The results of multiple linear regression testing are carried out to produce a regression equation with the following results:

TABLE 2. THE RESULTS OF THE REGRESSION COEFFICIENT TEST

| Model | Unstandardized Coefficients | |
|---------------------------------------|-----------------------------|------------|
| | B | Std. Error |
| (Constant) | 1.092 | 2.162 |
| X ₁ Leadership | .361 | .089 |
| X ₂ Work Environment | .079 | .100 |
| X ₃ Organizational Culture | .339 | .066 |

Based on the results of data processing as shown in the table above, the regression equation can be obtained as follows:

$$Y = 1.092 + 0.361X_1 + 0.079X_2 + 0.339X_3 + \varepsilon$$

The equation above shows a constant value (a) of 1.092 which indicates that if the independent variables all have a value of 0, then the value of the dependent variable, namely employee performance, has a value of 1.092 units. The regression coefficient value on the independent variable (X₁, X₂, X₃) shows a positive value which indicates the influence of leadership, work environment, and organizational culture on employee performance which is linear. In the leadership style variable (X₁), the regression coefficient value is 0.361. The work environment variable (X₂) has a regression coefficient value of 0.079 and a regression coefficient on the organizational culture variable (X₃) of 0.339. These results indicate that each of the independent variables consisting of leadership style, work environment, and organizational culture has a positive influence on employee performance. Thus, it can be concluded that each increase in one of the independent variables is 1 unit and the other independent variables are constant, so the employee performance will increase by the value of the regression coefficient on the independent variable. Based on the regression equation, it can also be seen that the leadership factor is the variable that has the greatest influence on employee performance when compared to the work environment and organizational culture variables. This can be seen from the regression coefficient value of the leadership variable which has the greatest value when compared with the work environment and organizational culture variables.

Coefficient of Determination (R²)

In this study, the coefficient of determination uses R to assess the closeness of the relationship between variables and the adjusted R Square to describe the effect of the independent variable simultaneously on the dependent variable. The results of testing the coefficient of determination can be seen in the table below.

TABLE 3. DETERMINATION COEFFICIENT TEST RESULTS

| R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------------------|----------|-------------------|----------------------------|
| .697 ^a | .486 | .469 | 0.3245 |

The result of the calculation of the coefficient of determination from the value of R shows a value of 0.697 which indicates the value of the closeness of the relationship between leadership variables, work environment, and organizational culture on the performance of the Bogor Regency Regional Secretariat employees or is at a strong level. Based on the table above, it can be seen that the adjusted R Square value is 0.469 or 46.9%, which means that the performance of the Bogor Regency Regional Secretariat employees can be explained by leadership, work environment, and organizational culture by 46.9%. The remaining 53.1% can be explained by factors other than variables in the regression model.

Hypothesis testing

Hypothesis testing is a population parameter to decide whether the hypothesis is rejected or accepted. The analysis tool to test the hypothesis used is the partial test (t-test). The results of hypothesis testing can be seen in the table below;

TABLE 4. HYPOTHESIS TEST RESULTS

| | t | Sig. |
|---------------------------------------|-------|------|
| X ₁ Leadership | 4.059 | .000 |
| X ₂ Work Environment | .796 | .428 |
| X ₃ Organizational Culture | 5.105 | .000 |

Based on the calculation results, the t-count value of the leadership variable (X₁) is 4.059, the work environment variable (X₂) is 0.798, and the organizational culture variable (X₃) is 5.105. The t-table value at the 5% significance level is 1.986. By using the previously prepared hypothesis, it can be concluded that there is a partially significant influence between the leadership of the work environment and organizational culture on the performance of the Bogor Regency Regional Secretariat employees.

Test the accuracy of the model

Testing the accuracy of the model in this study using the F-test which is carried out to prove whether there is a significant relationship simultaneously between all independent variables on the dependent variable. The testing criteria will accept the alternative hypothesis, namely that there is a simultaneous influence on the variables of leadership, work environment, and organizational culture if the value of F_{count} > F_{table}. The results of the F test can be seen in the table below.

TABLE 5. ANOVA RESULTS

| Model | F | Sig. |
|------------|--------|------|
| Regression | 28.630 | .000 |

Based on the table above, it is obtained that the F_{count} value is 28.630 or greater when compared to the F_{table} value of 2.70. Thus, testing the F value in this study concluded that the leadership style, work environment, and organizational culture have a simultaneous influence on employee performance at the Regional Secretariat of Bogor Regency.

IV. DISCUSSION

The Influence of Leadership Style on Employee Performance

The results of this study indicate that the leadership style has a positive and significant effect on the performance achievement of the Bogor Regency Regional Secretariat employees. The results of this study are in line with several other researchers [7] - [13] who show that leadership style can influence employee performance. The leadership style which is based on the analytical ability of the leader tends to be dominant in the leaders in the Regional Secretariat of Bogor Regency. Analytical ability is a person's ability to analyze a condition and determine the best steps that must be taken so that goals can be achieved. This ability can be obtained by a leader based on a person's experience and level of education. A leadership system that supports someone who is experienced and an adequate level of education makes every leader in the Bogor Regency Regional Secretariat have excellent analytical abilities. The leadership style in the Bogor Regency Regional Secretariat is also supported by leadership communication skills, courage in making decisions, the ability to listen to subordinates' input, and assertiveness in implementing applicable regulations that affect employee performance.

The Effect of Work Environment on Employee Performance

The work environment created at the Regional Secretariat of Bogor Regency has an effect but not significantly on employee performance. This result is in line with research conducted by other researchers [20], [21] which explains that the work environment has no effect on employee performance. However, this result is also different from other researchers [4], [15], [16]. This difference can be due to organizational factors that are the object of research as well as factors in the rules of working from home so that there are differences in the facilities provided by the organization.

The non-impact of the work environment on employee performance is in accordance with the fact that currently employees in the Bogor Regency Regional Secretariat tend to do more work from home so that each employee has different facilities in supporting work. Although with various limitations in working environment facilities, the performance achievements of the Bogor Regency Regional Secretariat employees have met the target. Based on the results of the interview, it is found that performance is closely related to employee performance appraisal. Low performance appraisals can cause the compensation provided by the organization to be

reduced so that employees in the Bogor Regency Regional Secretariat will try to always meet performance targets with the various limitations of existing facilities. Therefore, the current work environment does not affect employee performance.

The Influence of Organizational Culture on Employee Performance

The results of this study indicate that the organizational culture at the Regional Secretariat of Bogor Regency has a positive and significant effect on employee performance. The results of this study are in line with other researchers [1], [4], [18], [19], [22] who state the influence of organizational culture on employee performance. Organizational culture is the values and norms that regulate the behavior of group members which contain the meaning of what is important or upheld by an organization or the organization's efforts to regulate the expected behavior of its members.

The organizational culture that supports risk taking tends to be a lot happening in the Regional Secretariat of Bogor Regency. With this view, organizational culture is relative from one organization to another, depending on the values and norms developed. In achieving optimal goals for the organization, measurable risk taking will encourage employees to unleash their abilities to achieve optimal performance. A well-created organizational culture is believed to be able to foster employee morale. An organizational culture that is innovative and capable of taking risks, attention to detail, result-oriented, individual-oriented, team-oriented, aggressiveness and stability can increase the chances of a healthy organization that is able to increase the capacity and capability of employees.

The Influence of Leadership Style, Work Environment, and Organizational Culture on Employee Performance

The results of this study indicate that the leadership style, work environment, and organizational culture together (simultaneously) have a positive and significant effect on the performance of the Bogor Regency Regional Secretariat employees. Employee performance problems are important issues that must be considered by every organization because they are related to achieving the goals of an organization. Efforts to achieve optimal employee performance in the Regional Secretariat of Bogor Regency need to be done through improving leadership style, work environment, and organizational culture. An organizational culture that emphasizes the achievement of performance targets for each employee in order to achieve a competitive organization can be realized through a leadership style that is open and able to listen to all input. Leadership that has assertiveness and courage in taking risks can reflect a running organization. With various work environment conditions faced by employees, the ability of a leader and the creation of a competitive organizational culture encourages each employee to unleash their full potential to achieve optimal performance. Therefore, it is very important for an organization to create optimal employee performance through the creation of a competitive organizational culture that is supported by a good leadership style and an adequate work environment.

V. CONCLUSIONS AND SUGGESTIONS

The Leadership style, work environment, and organizational culture both simultaneously have a positive and significant influence on the performance of the Bogor Regency Regional Secretariat employees. The leadership style has a more significant influence on the performance of the Bogor Regency Regional Secretariat employees. Partially, the leadership style and organizational culture have a positive and significant influence on the performance of the Bogor Regency Regional Secretariat employees. While the work environment does not have a significant effect on the performance of the employees of the Bogor Regency Regional Secretariat. Efforts to increase the ability of leaders in encouraging employee performance can be done by increasing the courage of leaders in acting and making decisions in accordance with applicable regulations. In addition, it is necessary to improve the work environment in supporting employee performance through the provision of individual physical facilities. Organizations also need to improve non-physical work facilities as part of an effort to improve the quality of employee work. The organization must also be able to increase its aggressiveness and stability so that employees are able to work optimally.

Further research is needed to find out about other factors that affect the performance of employees in the Bogor Regency regional secretariat by involving compensation and work discipline factors. Employee demographic factors may also affect employee performance. On the other hand, the limitations of the implementation of research during the pandemic period which required employees to work from home made the limitations of the results of this study which were based on employee perceptions. Therefore, it is possible that there will be differences in results if research is carried out during normal times.

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