

The Effect of Organizational Culture and Leadership on Employee Performance in the General Section of the Regional Secretariat of Kerinci Regency

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Abstract - Performance is basically a result achieved by workers according to standards or criteria set according to a particular job. This research aims to analyze the influence of organizational culture, leadership on employee performance at General Section of the Regional Secretariat of Kerinci Regency .

The population in this study were all employees at the General Secretariat of the Regional Section Kerinci district which has status of Civil Servants (PNS) as many as 33 employees. Sampling uses a *full sampling technique* . The model developed in this study consisted of three hypotheses tested with using the t test method and F test, as the analysis tool. The results of the study show that organizational culture variables and leadership has a positive and significant influence on employee performance .

The policy implications that need to be carried out by the leadership of the General Section of the Regional Secretariat of the Regency of Kerinci are the application of good organizational culture and leadership to improve employee performance.

Keywords - Organizational Culture, Leadership, Performance

I. INTRODUCTION

Human resources (HR) is a strategic element in determining the achievement of an organizational goal. The planned and sustainable development of human resources (HR) is an absolute necessity of the organization. An organization needs manus as the main supporting resource to achieve the stated goals. Quality human resources will continue to advance the organization.

Connecting between knowledge, skills and attitudes toward the organization is an approach to strategy carried out by the leadership to provide added value to the assets of the organization, including people who work, both collectively and individually to achieve goals in a sustainable situation. There are two important roles that are derived from that definition, namely the involvement of management or leadership, and human or worker resources. The process is in the form of strategy creation and

implementation. While the outcome is achieving goals effectively and efficiently.

Organizational culture is the most important thing for the progress of the organization, the back and forth of a company or organization depends on the progress of an employee or employee in the company or organization. The work culture is carried out repeatedly by employees or employees in an organization, the violation of this habit does not have strict sanctions, but morally organizational actors agree that the habit is a habit that must be adhered to in order to carry out work to achieve goals . Organizational culture is a variable that shows the effectiveness of the work culture of the organization, in addition to organizational culture, it depends on how a leader is in an organization, so leadership is very popular in organizational culture.

Leadership is the way a leader influences the behavior of subordinates, so they want to work together and work

productively to achieve organizational goals. A leader must behave as a caregiver who drives, guides, and guides his care, namely his subordinates.

Using the human relations approach in turn actually means that the main orientation used in running the organization is a human-centered orientation. It is true that a leader needs to use two types of orientation, namely task orientation and human orientation. The leadership orientation of the tasks to be carried out is indeed important. However, the task orientation is absolutely necessary accompanied by orientation to the subordinates because it is in the final analysis that they succeed or frustrate the implementation of the decision.

Similarly, in the General Section of the Regional Secretariat of Kerinci Regency, the success or failure of the organization reaches its stated goals and objectives, basically it will be determined by the ability of a leader in improving the performance of employees in carrying out their duties and functions.

Kerinci Regency Regional Secretariat is one of the government organizations that has a strategic role which in the implementation of its duties not only must provide services to the Regent and Deputy Regent as top leaders of government organizations in Kerinci Regency, but also must be able to provide government services to the community. With various regulations that keep changing along with the changing dynamics of people's lives that always demand excellent government services, then every employee at the Kerinci Regency Regional Secretariat is required to have optimal performance in accordance with their respective fields of duties and responsibilities. With a variety of dynamics that occur, contextually expectations as explained above have not been fully realized so that the optimization of employee performance in the Regional Secretariat of Kerinci Regency still has not shown optimal results.

There are many factors that can affect employee performance in an organization, including organizational culture and leadership (Hasibuan, 2006: 93), as well as the General Secretary of the Kerinci Regency Regional Secretariat. Organizational culture and effective leadership as a benchmark in running the operational right on Division General Secretariat Kerinci regency to achieve the goal. Observations made by the author of the General Section of the Regional Secretariat of Kerinci Regency are still low in the performance of employees in carrying out their duties

Based on the description above the author is interested in researching and further discussing the research entitled

"The Influence of Organizational Culture and Leadership on Employee Performance in the General Section of the Regional Secretariat of Kerinci Regency".

II. THEORITICAL FOUNDATION

A. Organizational culture

1. Definition of Organizational Culture

Sa'ad (2009: 45) states that culture is a whole human being from the behavior and results of regular behavior by the behavior that must be obtained by learning and everything is arranged in the life of the community. Organizational culture, is a set of behavioral patterns that are inherent in all individuals within an organization. Building a culture means also enhancing and maintaining positive sides, and trying to familiarize (*habituating the process*) certain behavioral patterns in order to create a better new form.

2. The emergence of culture

The culture of an organization does not just appear from nothing. Once enforced, rarely does the culture gradually increase. This cultural habits, traditions, and common ways to do everything mostly due to what he did before and the level of *keberhasi* that have been obtained by the huge effort. This guides us to the ultimate source of the culture of the founding organization.

3. Function of Organizational Culture

Robbins (2001: 60) presents his views on the creation and continuity of an organizational culture as follows: Organizational culture is derived from the philosophy of its founders, then these values are strongly influenced by certain criteria to be selected. The activities of top management compile general conditions that are felt to be very important for the organization. From these criteria, it will be known that acceptable behavior and unacceptable behavior. The socialization carried out to employees from the selection process with the method of socialization applied by top management. Organizational employees can also study the culture of the organization through stories, events, rituals, symbols and languages.

4. Leadership

a. Understanding of Leadership

Samsudin (2004: 56) cites several opinions from experts who provide definitions of leadership or leaders according to their respective perspectives, among others:

According to Umar (1998: 65) said the leader is: Is a person who applies the principles and techniques that ensure motivation, discipline and productivity when working with people, tasks and situations in order to achieve company goals.

Based on this opinion that leadership is a person's ability to influence the behavior of others through direct communication with the aim of moving these people to work together to achieve common goals, both the performance of individuals, groups and organizations.

b . Leadership indicator

According to Sopiah (2008: 117) there are a number of factors which are indicators of leadership including:

1. Behavior

The leadership style applied by a leader is influenced by the behavior of the leader himself

2. Task

The nature of job responsibility also influences leadership. Like work that requires proper instruction demands a style that is more task-oriented than work

3. Personality

The personality of the leader contributes to the leadership style that will be used by leaders in carrying out their leadership in the organization

5 . Performance

a . Understanding of Performance

Men according to Timpe (1993: 31) argues that performance is an assessment of clearly assessed work. Performance in this case is the performance of employees, generally defined as the degree to which employees complete work demands. The important thing about this definition is that performance is related to the completion of work. To complete a job there are demands that are inherent in it which are requirements. These demands can be classified into three aspects, namely: aspects related to skills, abilities, needs and character, aspects related to behavior, and aspects related to results.

III. RESEARCH AND RESULT

A. Partially

Regression Equations Effect of Organizational Culture on Employee Performance in the General Section of the Regional Secretariat of Kerinci Regency .

Simple Linear Regression Equations

To find out the equation of a simple regression analysis the equation of the influence of organizational culture (X1) on performance in the General Section Regional Secretariat of Kerinci Regency it can be explained in the table below:

**Table 3.5 Results of Simple Regression Equation Analysis
Influence Organizational Culture (X1) on Performance (Y)**

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	65,644	11,134		5,896	.000
ORGANIZATIONAL CULTURE	, 358	, 148	, 400	2,428	, 021
a. Dependent Variable: PERFORMANCE					

From the table above could pictured equation regression as the following:

$$Y = 65 , 644 + 0 , 358 X$$

The organizational culture regression coefficient on performance is positive. It means that the better the organizational culture, the better the performance tends to be. If the organizational culture is increased, then the average performance will be increased Sebes ar 0, 358. Constants equal to 65 , 644 states that if not there is increase from variabel organizational culture (X1) then the performance is 65 , 644.

To find out how much influence the organizational culture on Employee Performance in the General Section of the Regional Secretariat of Kerinci Regency with the independent variable (*independent*) culture organization (X1) and the dependent variable (*dependent*) performance (Y), it can be explained in the table below:

Based on the analysis of table 3.6 there is *R square* is 0, 400 (is the calculation of the correlation coefficient 0, 160) *R square* can be called the coefficient of determination which in this case means that 16 % of the contribution of organizational culture variables affect performance, while the remaining 84 % can be explained by other causes.

Table 3.6 Results of a large analysis of the impact of organizational culture (X1) on Performance (Y)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	, 400 ^a	, 160	, 133	7.54141
a. Predictors: (Constant), CULTURE_ORGANIZATION				

Hypothesis Test (t test)

For test significant from the influence of organizational culture on Employee Performance in the General Section of the Regional Secretariat of Kerinci Regency partially by using the t test, can be seen in the table below:

Table 3.7 Results of Summary Test t Effect of Organizational Culture (X1) on Performance (Y)

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	65,644	11,134		5,896	.000
ORGANIZATIONAL CULTURE	, 358	, 148	, 400	2,428	, 021
a. Dependent Variable: PERFORMANCE					

Based on table 3.7 of the *Coefficients* test or the test t turns out to be obtained $t_{count} 2, 428$. Based on calculation above then could decided as the following: where $t_{count} > t_{table}$ or $2.428 > 2.03951$, then H_0 is rejected and H_a accepted, meaning t erdapat significant influence between organizational culture on Employee Performance in the General Section of the Regional Secretariat of Kerinci Regency .

Regression Equations Effect of Leadership on Employee Performance in the General Section of the Regional Secretariat of Kerinci Regency.

1. Simple Linear Regression Equations

To find out the equation of a simple regression analysis of the effect of leadership (X2) on performance in the General Section of the Regional Secretariat of Kerinci Regency it can be explained in the table below:

Table 3.8 Results of Simple Regression Equation Analysis Influence Leadership (X2) on Performance (Y)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	69,153	5,719		12,093	.000
	LEADERSHIP	, 671	, 161	, 599	4,165	.000

From the table above could pictured equation regression as the following: $Y = 69,153 + 0,671 X$ The leadership regression coefficient on performance is positive. It means that the better the leadership, then there is a tendency for better performance. If leadership is increased, then on average performance will increase by 0,671. Constants equal to 69,153 states that if not there is increase from variabel leadership (X2) then the performance is 69,153.

2. Coefficient of Determination (KD)

To find out how much influence leadership has on Employee Performance in the General Section of the Regional Secretariat of Kerinci Regency with *independent* (leadership) variables (X2) and the dependent variable (*dependent*) performance (Y), it can be explained in the table below:

Based on the analysis of table 3.9 there is a *R square* that is 0,599 (is the calculation of the correlation coefficient 0,359) *R square* can be called the coefficient of determination which in this case means 35.9 % contribution of leadership variables affect performance, while the remaining 64.1 % can be explained by other reasons.

Table 3.10 Results of Summary Test t Influence of Leadership (X 2) on Performance (Y)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	69,153	5,719		12,093	.000
	LEADERSHIP	, 671	, 161	, 599	4,165	.000

a. Dependent Variable: PERFORMANCE

Table 3.9 Results of Analysis of the Effect of Leadership (X 2) on Performance (Y)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	, 599 ^a	, 359	, 338	6.58805

a. Predictors: (Constant), LEADERSHIP

3. Hypothesis Test (t test)

For test significant from the influence of leadership on employee performance in the General Section of the Regional Secretariat of Kerinci Regency partially by using the t test, can be seen in the table below:

Based on table 3.10 from the *Coefficients* test or the test t turns out to be obtained $t_{count} 4,165$. Based on calculation above then could decided as the following: where $t_{count} > t_{table}$ or $4,165 > 2.03951$, then H_0 is rejected and H_a accepted, meaning there is significant influence between leadership on Employee Performance in the General Section of the Regional Secretariat of Kerinci Regency.

B. Simultaneously

1. Equations of Multiple Linear Regression

To find out how much influence the organizational culture and leadership have on Employee Performance in the General Section of the Regional Secretariat of Kerinci Regency using statistical analysis techniques which is a regression equation, which has been determined previously that multiple linear regression with the independent variable (*independent*) organizational culture (X1), leadership (X2) and (*dependent*) performance (Y). To find out the results of the analysis of multiple linear regression equations, it can be explained in the table below:

Table 3.11 Results of Multiple Regression Equation Analysis Effect of Organizational Culture (X1) and Leadership (X2) on Performance (Y)

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	55,249	9,867		5,599
	ORGANIZATIONAL CULTURE	,223	,131	,248	1,704
	LEADERSHIP	,591	,163	,528	3,622
a. Dependent Variable: PERFORMANCE					

From the table above the regression equation can be described as follows:

$$Y = 55,249 + 0,223 X_1 + 0,591 X_2$$

The organizational culture regression coefficient on performance is positive. It means that the better the organizational culture, the better the performance tends to be. If the organizational culture is improved, then on average performance will increase by 0,223, if the leadership variable is fixed.

The leadership regression coefficient for performance is positive. It means that the better the leadership, then there is a tendency for better performance. If leadership is improved, then on average performance will increase by 0,591, if the

variable of organizational culture is constant. The constant of 55,249 states that if there is no increase in the value of the organizational variable (X1) and leadership (X2), then the performance is 55,249.

2. Coefficient of Determination (KD)

To find out how much influence the organizational culture and leadership have on Employee Performance in the General Section of the Regional Secretariat of Kerinci Regency with independent variables (*independent*) organizational culture (X1) and leadership (X2) and (*dependent*) performance (Y). To find out the results of the analysis, how much influence, can be explained in the table below:

Table 3.12 Results of Analysis of the Effect of Organizational Culture Variables (X1) and Leadership (X2) on Performance (Y)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,644 ^a	,415	,376	6,39453
a. Predictors: (Constant), LEADERSHIP, CULTURE_ORGANIZATION				

Based on the analysis of table 3.12 there is *R square* (Determination) is 0.415 (is pengkuadratan from coefficient correlation of 0.644) *R square* could called coefficient deep determination p this means 41.5 % contribution variabel el organizational culture (X1) and leadership (X2) to performance (Y), whereas the rest 58.5% can explained by other causes.

3. Hypothesis Test (Test F)

For test significance influence organizational culture and leadership towards Employee Performance in the General Section of the Regional Secretariat of Kerinci Regency with use F test, can be seen in the table below:

Table 3.13 Summary Results for Test F Effect of Organizational Culture (X1) and Leadership (X2) Against Performance (Y)

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	871,543	2	435,771	10,657	,000 ^a
	Residual	1226,699	30	40,890		
	Total	2098,242	32			
a. Predictors: (Constant), LEADERSHIP, CULTURE_ORGANIZATION						
b. Dependent Variable: PERFORMANCE						

Based on the table above from the ANOVA test or F test it turns out that F is _{calculated} is 10 , 657 . Based on calculation above then could decided as following : Where $F_{count} > F_{table}$ or $10 , 657 > 3.32$, then H_0 is rejected and H_a is accepted, meaning there is significant influence between organizational culture and leadership towards Employee Performance in the General Section of the Regional Secretariat of Kerinci Regency

IV. CONCLUSION AND SUGGESTION

A. Conclusion

Based on the description above and analysis of the previous chapters, conclusions can be drawn as follows:

- There is a significant influence between organizational culture on Employee Performance in the General Section of the Regional Secretariat of Kerinci Regency as evidenced by $t_{count} > t_{table}$ or $2 , 428 > 2.03951$.
- There is a significant influence between leadership on Employee Performance in the General Section of the Regional Secretariat of Kerinci Regency as evidenced by $t_{count} > t_{table}$ or $4 , 165 \geq 2.03951$.
- There is a significant influence between the organization and leadership on the Employee Performance in the General Section of the Regional Secretariat of Kerinci Regency as evidenced by $F_{count} > F_{table}$ or $10 , 657 > 3.32$.
- The amount of influence between organizational culture on employee performance in the General Division of Kerinci regency Se kretariat by 16%, while the remaining 84% can be explained by other causes.
- The amount of influence between leadership on Employee Performance in the General Section of the Regional Secretariat of Kerinci Regency is 35 , 9 % , while the rest is 64 , 1 % can be explained by other reasons.
- The amount of influence between organizational culture and leadership on Employee Performance in the General Section of the Regional Secretariat of Kerinci Regency is 41 , 5 % , while the remaining 58.5 % can be explained by other causes.

B. Suggestion

Creating a positive organizational culture such as creating a culture of discipline among employees. In order to foster employee performance, it is necessary to create a

conducive organizational culture between superiors and subordinates, one of them by increasing frequency in communicating between superiors and subordinates continuously, because effective communication cannot be built once and then ignored at a later time, but must be increased continuously, organizational culture that fosters a system of *reward* and *punishment* among employees who are well realized To improve the performance of employees in the General Section of the Regional Secretariat of Kerinci Regency, especially in terms of submitting, supervising and motivating, leaders should enlarge the relationship by: providing guidance and helping employees in solving problems in their work, trying to meet employee work facilities and creating a sense of kinship and familiarity between employees

Leaders maintain the direction of positive leadership relationships by improving employee performance by improving their skills, appearance, authority and acting based on the situation and conditions that apply. Leaders in carrying out orders to subordinates should be guided by the level of the prevailing organizational structure and the applicable main tasks (tupoksi) so that a harmonious working relationship is expected

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