



Employee Performance In Terms Of Leadership And Organizational Culture Aspects

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Abstrak

The purpose of this study is to identify the factors that can affect employee performance such as leadership and organizational culture. The research method used is quantitative research. The sample used in this study were 88 respondents. Data processing is done with SPSS Version 24 for Windows. The results of the study show that there is a significant effect of leadership, organizational culture and both variables on the employee performance. Organizational culture has a greater effect on employee performance compared to leadership variables.

Keywords : leadership, organizational culture, employee performance

1. INTRODUCTION

The management of a company must continue to innovate in its products and services in entering the era of banking digitalization with humans who are one of the important resources in a company. Human resource management is one of the important things in achieving the goals of the company. Some companies have a focus on improving employee performance which also has different policies in an effort to improve employee performance such as policies in employee welfare and policies in motivating employees.

Employee performance measurement is very important for management to evaluate company performance and plan future goals. Employees have a function as executors of duties but employees are also important resources for the company, because they have talent, energy and creativity that are needed by the company to achieve its goals. According to Mangkunegara (2016: 67) performance is the result of work in quality and quantity





achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance is a result of work achieved by a person in carrying out the tasks assigned to him which is based on skills, experience and sincerity and time (Amanda, 2017). According to Hasibuan (2014: 67) said that employee performance is an assessment carried out systematically to determine the results of employee work and organizational performance, in addition to determining job training appropriately.

Several factors can affect employee performance, one of which is leadership. Every leader of a company can certainly have a rule and provision that is outlined in the form of policies to get the achievement of good work results and in accordance with company goals. The achievement and success of the company can be influenced by leadership abilities. A person's ability, innovativeness, ideas, behavior and leadership are able to deliver the organization to achieve goals. A leader must apply leadership to cultivate his subordinates because a leader is expected to direct, improve, and mobilize the potential of himself and his members together focusing their activities to achieve organizational success.

Leadership is one of the important factors in influencing organizational achievement because leadership is an activity related to achieving organizational goals. Leadership is defined as a process of influencing the activities of an individual or group to achieve a goal in a given situation. (Sunyoto Danang, 2013. p. 24). According to Fahmi (2016: 122), "Leadership is a science that comprehensively examines how to direct, influence, and supervise others to do tasks in accordance with planned orders".

Organizational culture also has a close relationship with work motivation to employee performance. Organizational culture is associated with the basic values of human resources in carrying out obligations in the organization. These basic values can also indicate the behavior of human resources in the organization and sometimes become the basis for behavior. Some other views suggest that corporate / organizational culture involves various topics of discussion including values adhered to, symbols, routine habits or rituals in the company, examples or models, self-adjustment and "stories" that are brought to life." (Ismail Nawawi. 2015. p. 4).

According to Effendy (2015: 8) "Organizational culture is defined as norms, values, assumptions, beliefs, philosophies, organizational habits, and so on developed over a long time by founders, leaders, and members of the organization that are socialized and taught to new members and applied in organizational activities in producing products, serving consumers, and achieving organizational goals. According to Deal and Kennedy stated that organizational culture is "the entirety of beliefs, norms, and traditions that are accepted by the members of an organization and that determine how the organization behaves". Organizational culture is defined as a system of beliefs, norms, and values accepted by the





members of an organization that determine how the organization behaves and achieves its goals.

One of the banking companies also has a vision and mission in achieving company goals. The implementation of operations in banking companies is carried out by employees who have awareness of great responsibilities as determined in their respective *job descriptions*. Some employees have not achieved the targets as they should have been set by the leadership, this fact cannot be allowed because such things can cause obstacles in achieving company goals so that the company needs to evaluate and improve the performance of its employees. This is because in achieving the target of a company, it is certainly inseparable from the performance of its employees.

The lack of leadership role in implementing good leadership towards employees will cause low employee performance levels. This is in line with Ramadhany research (2017) which states that leadership has a significant effect on employee performance. A bad organizational culture can develop due to less strict sanctions for some employees who lack discipline. The lack of strict sanctions against a bad organizational culture like this which if left unchecked will harm the company. This research is important because to achieve the agreed goals, this company carries out various strategies to improve employee performance, so it is necessary to know the factors that can affect employee performance such as leadership and organizational culture.

2. LITERATURE REVIEW

2.1 Understanding Employee Performance

Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities in order to achieve the goals of the organization concerned legally, not violating the law in accordance with morals or ethics (Sedramayanti, 2011). According to Hasibuan (2007: 67), said that employee performance is an assessment carried out systematically to determine the results of employee work and organizational performance, in addition to determining job training appropriately. Another definition is conveyed by Kusriyanto in Harbani (2007: 175), which says employee performance is the result of individual work in an organization. Employee performance indicates the level of efficiency as well as individual productivity that leads to the achievement of organizational goals as a result of positive contributions that ultimately provide results to the overall performance of the organization (Markos and Sridevi, 2010).

The human aspect that is capable, skilled, and responsible as an employee is a corporate asset for the survival of the company. Humans as workers are expected to be able to achieve optimal levels of work productivity with certain standards (As'ad, 1997). *Discovering and*





blending literature on behaviors and factors that improve performance will enable organizations take advantage of, exploit and invest in employees' physical, cognitive and emotional capabilities (Habbershon et al., 2003; Pham-Thai et al., 2018)

Faktor yang mempengaruhi kinerja karyawan menurut Mangkunegara (2016:63) antara lain kualitas pekerjaan (*quality of work*), kuantitas pekerjaan (*quantity of work*), pengetahuan pekerjaan (*job knowledge*), kerjasama tim (*teamwork*), motivasi (*motivation*), kreatifitas (*creativity*), **inovasi** (*innovation*), Inisiatif (*initiative*). *Mathis and Jackson (2011) and Armstrong (2012) argue that firm-related factors from firm's internal and external environment, such as management support, training culture, organizational climate and environmental dynamism are related to: job-related factors, such as communication, autonomy and environment; employee-related factors, such as intrinsic motivation, proactivity, adaptability, skill flexibility, commitment and skill level; and employee performance. There are many firm/environment-related factors that have been examined in the literature regarding their impact on EP, such as leadership, organizational trust, human capital investments, etc. (Bapna et al., 2013).*

Performance appraisal is the process of evaluating how well employees are doing their jobs when compared to a set of standards, and then communicating that information to employees. According to Dessler, "*Performance appraisal means evaluating an employee's current and/or past performance relative to his/her performance standard. Effective appraisal also requires that the supervisor set performance standards. And it requires at the employee receive the training, feedback and incentives required to eliminate performance deficiencies*". According to Bangun (2012: 233), for a company employee performance has various benefits so that there needs to be an assessment to support the improvement of employee performance including 1) Evaluation between Individuals in the Organization 2) Personal Development of Each Individual in the Organization 3) System Maintenance 4) Documentation

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According to Gary Dessler (2015: 330), there are five objectives of performance appraisal which include: First, most employers base pay, promotion, and retention decisions on employee appraisal. Second, appraisal plays a central role in the employer's performance management process, Performance management means continuously ensuring that each employee's performance matches the overall goals of the company. Third, assessment allows managers and subordinates to develop plans to correct for defiance, and to strengthen subordinates. Fourth, the assessment provides an opportunity to review the employee's career plan taking into account the strengths and weaknesses it displays. Finally, the assessment allows the supervisor to identify any need for training, and the corrective steps needed. According to Robbins (2016: 260) performance indicators are tools to measure the extent of employee performance. Here are some indicators to measure employee performance are: 1) Quality of work 2) Quantity 3) Punctuality 4) Effectiveness 5) Independence. According to Mangkunegara (2016: 75), performance indicators, namely: 1) Quality of work 2) Quantity of work 3) Implementation of duties 4) Responsibility

2.2 Definition of Leadership

According to Sutrisno (2016: 213), leadership is a process of a person's activities to move others by leading, guiding, influencing others, to do something in order to achieve the expected results. According to Gibson, (1996), leadership is an effort to use a type of influence not coercion (*concoercive*) to motivate people to achieve certain goals. According to Davis (2008: 290), the main characteristics that must be possessed by a leader are 1) Intelligence (*Intelligence*) 2) Maturity, Social, and broad Social Relationships (*Social maturity*)



and Breath) 3) Self-motivation and encouragement to achieve 4) Attitudes of human relations.

Robbins (2011) states that there are unique traits that will apply universally to all leaders, namely: ambition and energy, desire to lead, honesty and integrity (wholeness), confidence, intelligence, and knowledge relevant to the job. Leadership Indicators according to Sutrisno (2016: 222) are 1) How to give orders 2) How to give tasks 3) How to communicate 4) How to make decisions 5) How to encourage the morale of subordinates. According to Kartono (2008: 32) indicators of leadership style are 1) Ability to make decisions 2) Ability to motivate 3) Communication skills 4) Ability to control yourself 5) Responsibility 6) Ability to control yourself.

2.3 Understanding Organizational Culture

Pasaribu (2015: 43), defines organizational culture as norms, values, assumptions, beliefs, philosophies, organizational habits and so on (the content of organizational culture) developed over a long time by founders, leaders and members of the organization who are socialized and taught to new members and applied in organizational activities so as to influence the mindset, attitudes and behavior of organizational members in producing products, serving consumers and achieving organizational goals. Susanto (2007: 52), provides a definition of organizational culture as values that guide human resources to face external problems and efforts to adjust integration into the organization so that each member of the organization must understand the existing values and how they should act or behave. *Organizational culture has been characterized by many authors as something to do with people and the unique quality and style of the organization* (Kilman et al; 1985), *and the way things are done in the organizations* (Deal & Kennedy, 1982). *Sometimes, organization culture is also known as "corporate culture". "Corporate Culture" is used to denote the more "commercialized" meaning of organizational culture* (Deal & Kennedy, 1982)

The function of organizational culture according to Robert Kreitner and Angelo Kinicki, in Wibowo (2016: 45) is 1) Giving members an organizational identity 2) Facilitating collective commitment 3) Increasing the stability of the social system 4) Shaping behavior. Indicators of organizational culture according to Robbins (2011: 87) are 1) Innovation and risk taking 2) Attention to detail 3) Results orientation 4) Individual orientation 5) Team orientation 6) Aggressiveness 7) Stability. According to Sulaksono Hari (2015: 14) Indicators of organizational culture are 1) Innovative risk calculation 2) Result-oriented 3) Oriented to all employee interests 4) Detail oriented to tasks

The hypothesis in this study is that there is a significant influence of leadership on employee performance (H1), there is a significant influence of organizational culture on employee



performance (H2), there is a significant influence of leadership and organizational culture on employee performance (H3)

3. RESEARCH METHOD

According to Sugiyono (2017: 8) quantitative research methods are research methods based on the philosophy of positivism, used to examine certain populations or samples, data collection using research instruments, quantitative or statistical data analysis, with the aim of testing hypotheses that have been set. According to Sujarweni (2014: 39) quantitative research is a type of research that produces findings that can be achieved (obtained) using statistical procedures or other means of quantification (measurement). According to Arikunto (2019, p. 27) quantitative research is a research method that as the name implies, many are required to use numbers, ranging from data collection, interpretation of the data, and the appearance of the results. The method used in this study is quantitative research method.

Data collection in this study took place at PT Bank Rakyat Indonesia (Persero) Tbk. Branch Office Kediri. This research was carried out from August 2022 to March 2023, namely from pre-research, field data collection, until the writing of this research was completed. Scarvia B. Anderson said: "*Population is a set (or all collection) or all elements possessing one or more attributes of interest.*" According to Sugiyono (2017: 80), population is a generalized area consisting of objects / subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions. The population in this study is all employees of the company totaling 112 employees. *A sampling technique is mean as a way of taking a sample in a research. Sample is a subset of individuals from a given population*, Nunan (2007: 27). The sample is part of the number and characteristics possessed by the population (Sugiyono, 2017: 81) so if the population is large and researchers are unlikely to take everything, for example because there are limited funds, energy, time and costs, then researchers can use the sample. The sample in this study was 88 employees.

Definition of Research Variables

Research variables are attributes or traits or values of people, objects, organizations or activities that have certain variations determined by researchers to be studied and then drawn conclusions (Sugiyono, 2017: 96). According to Sugiyono (2017: 39), independent variables are variables that affect or cause changes or arise dependent variables. The independent variables in this study were leadership (X1) and organizational culture (X2). A dependent variable is a variable that is affected or that becomes a result, due to the presence



of an independent variable. The dependent variable of this study is employee performance (Y). The operational definition of research variables in this study is as follows:

Variable	Operational Definition	Indicators
Employee Performance (Y)	Efforts made by employees in achieving the targets expected by the company	1) Quality of work 2) Working quantity 3) Execution of duties 4) Task completion time 5) Responsibility Mangkunegara (2016:75)
Leadership (X1)	The attitude or style of a person in leading his subordinates to the Company in order to achieve common goals in the Company	1) How to assign tasks 2) How to provide task completion time 3) How to communicate 4) How to make a decision 5) How to encourage the morale of subordinates Sutrisno (2016:222)
Organizational Culture (X2)	The overall norms, values, beliefs, and assumptions held by employees within the company that have been built by the Company's leadership to its employees	1) Innovation and risk-taking 2) Attention to detail 3) Results orientation 4) Individual and team orientation 5) Aggressiveness 6) Stability Robbins (2011:87)

Alat uji yang digunakan untuk analisis penelitian ini adalah Analisis Regresi Linier Berganda (Multiple Regression Analysis) untuk menguji pengaruh kepemimpinan (X1), budaya organisasi (X2) sebagai variabel bebas (independent variable) terhadap kinerja karyawan (Y) sebagai variabel terikat (dependent variable)

4. RESEARCH RESULTS AND DISCUSSION

Leadership can be interpreted as a person's attitude or style in leading his subordinates in a company in order to achieve common goals in the company, while

organizational culture is the overall norms, values, beliefs, and assumptions owned by employees in the company that have been built by the leader to his employees. Employee performance can be interpreted as the effort made by employees in achieving the targets expected by the company.

The validity test is used to measure the validity or validity of a questionnaire. The correlation technique used is *Product Moment correlation*. Data is processed with the help of *SPSS v.24 for Windows program*. The following is a table of validity test results conducted by researchers

**Tabel 1 Question Item Validity Test Results
Employee Performance Variable (Y)**

Item Pertanyaan	Nilai Korelasi	Taraf Sign. 5%	Probabilitas	Keterangan
Y1	0,82	0,05	0,00	Valid
Y2	0,89	0,05	0,00	Valid
Y3	0,88	0,05	0,00	Valid
Y4	0,77	0,05	0,00	Valid
Y5	0,85	0,05	0,00	Valid
Y6	0,91	0,05	0,00	Valid
Y7	0,76	0,05	0,00	Valid
Y8	0,89	0,05	0,00	Valid
Y9	0,78	0,05	0,00	Valid
Y10	0,73	0,05	0,00	Valid

Sumber: data sekunder yang diolah

Tabel2 Leadership Variable Question Item Validity Test Results (X1)

Item Pertanyaan	Nilai Korelasi	Taraf Sign. 5%	Probabilitas	Keterangan
X1.1	0,81	0,05	0,00	Valid
X1.2	0,84	0,05	0,00	Valid
X1.3	0,89	0,05	0,00	Valid
X1.4	0,91	0,05	0,00	Valid
X1.5	0,95	0,05	0,00	Valid
X1.6	0,92	0,05	0,00	Valid
X1.7	0,91	0,05	0,00	Valid
X1.8	0,94	0,05	0,00	Valid

X1.9	0,89	0,05	0,00	Valid
X1.10	0,93	0,05	0,00	Valid

Sumber: data sekunder yang diolah

**Tabel 3 Question Item Validity Test Results
Organizational Culture Variable (X2)**

Item Pertanyaan	Nilai Korelasi	Taraf Sign. 5%	Probabilitas	Keterangan
X2.1	0,79	0,05	0,00	Valid
X2.2	0,81	0,05	0,00	Valid
X2.3	0,78	0,05	0,00	Valid
X2.4	0,84	0,05	0,00	Valid
X2.5	0,89	0,05	0,00	Valid
X2.6	0,89	0,05	0,00	Valid
X2.7	0,85	0,05	0,00	Valid
X2.8	0,86	0,05	0,00	Valid
X2.9	0,87	0,05	0,00	Valid
X2.10	0,84	0,05	0,00	Valid
X2.11	0,89	0,05	0,00	Valid
X2.12	0,89	0,05	0,00	Valid
X2.13	0,78	0,05	0,00	Valid
X2.14	0,86	0,05	0,00	Valid

Sumber: data sekunder yang diolah

Tabel 4 Reliability Test Results

Variabel	Cronbach's Alpha	Keterangan
Kinerja karyawan (Y)	0,95	Reliabel
Kepemimpinan (X ₁)	0,97	Reliabel
Budaya organisasi (X ₂)	0,97	Reliabel

Sumber: data sekunder yang diolah

Tabel 5 Nilai rata-rata variabel	
Indikator	Nilai rata-rata
Kinerja Karyawan	4,22
Kepemimpinan	3,99
Budaya Organisasi	4,08

Sumber: data sekunder yang diolah

Table 5 presents data from the average values of each indicator description. The employee performance variable has a higher value of 4.22. Employee performance indicators begin with the quality of work, quantity of work, execution of work, time of execution of duties and responsibilities. Quality of work and quantity of work are related to the completion of tasks in accordance with standards and how many tasks are given. The implementation of work and the time of implementation of tasks are related to the utilization of time as efficiently as possible and can be completed on time. Responsibility is focused on commitment in completing the assigned task.

Based on table 5, the value of the organizational culture variable of 4.08 is higher than the leadership variable. Indicators of organizational culture begin with innovation and risk-taking, attention to detail, result orientation, individual orientation, team orientation, aggressiveness and stability. Innovation and risk-taking are related to the freedom of employees to innovate in the completion of their duties. Attention to detail relates to the completion of work quickly and meticulously. Results orientation is more focused on achieving optimal results. Individual and team orientation is related to individual ability and the ability to work together to achieve optimal results, while aggressiveness and stability are related to individual spirit and comfort in work.

The average value of 3.99 for the leadership variable also shows that there are things that need to be developed in leadership factors. Leadership indicators begin with how to assign tasks, how to give time to complete tasks, how to communicate, how to make decisions and how to encourage employee morale. The way of assigning tasks related to the assignment of ordered tasks has been adjusted to the ability of employees and the leader provides direction to employees in each job or task given. How to provide task completion time is related to the ability of the leader to adjust the demands of the task to be given with the ability of subordinates of the employee to be selected. Leaders ensure that the time needed for employees to perform these tasks is really able to carry them out properly. How to communicate relates to the communication that occurs between leaders and employees. How to make decisions is related to the way leaders make decisions quickly and precisely so

that the best decisions are obtained, while how to encourage employee morale is related to building trust and giving *rewards*.

Tabel 6 Hasil Uji Analisis Regresi Linier Berganda

Model		Coefficients ^a		
		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	13.483	2.513	
	Kepemimpinan	.215	.083	.319
	Budaya Organisasi	.275	.073	.460

a. Dependent Variable: Kinerja Karyawan

Sumber: data sekunder yang diolah

Tabel 7 Hasil Pengujian Koefisien Determinasi

Model Summary ^b			
Model	R	R Square	Adjusted R Square
1	.741 ^a	.549	.538

a. Predictors: (Constant), Budaya Organisasi, Kepemimpinan

b. Dependent Variable: Kinerja Karyawan

Sumber: data sekunder yang diolah

The magnitude of the influence of leadership and organizational culture on employee performance can be known from the value of the coefficient of simultaneous determination Based on the results of the analysis in table 4.7, an *Adjusted R2* value of 0.549 (rounded to 0.55) was obtained, thus showing that leadership and organizational culture were able to explain employee performance by 54.9% and the remaining 45.1% was explained by other variables that were not studied in this study.

Statistical testing proves that leadership has a significant effect on the performance of company employees. According to previous research Muizu, Kaltum and Sule (2019) it was stated that the leadership traits possessed by a leader are important in motivating employees at work which is reflected in the attitudes, behaviors and ways of leaders working



and solving various tasks and problems that are used as inspiration that motivates employees to work, can also make it easier for leaders to communicate with employees well as good cooperation ERAT can be mobilized in order to complete various jobs in the company where employees work. This was also stated by Nasution and Ichsan (2021) that leadership improvement is needed in leading the agency because it has a significant effect on employee performance, in order to achieve the vision and mission of the agency. According to research by Maesaroh and Bella (2019) which in the results of their research shows that there is a positive influence between leadership styles on employee performance. The influence caused is positive, meaning that when a leader is able to be a good example to his employees, good performance will be produced. Matters related to communication, leadership and motivation need attention in order to increase employee productivity in order to achieve optimal performance.

Corporate culture is also one of the factors that can affect employee performance, with a good corporate culture that has been applied to the company will create harmony and cohesiveness in the company. According to Triguno, (2000: 57) that organizational culture is a mixture of values, beliefs and norms that are established as patterns of behavior in organizations. Organizational culture in other words in an organization is associated with the values, norms, attitudes and work ethics that are held together with every organization, these elements become the basis for supervising the behavior of employees, the way they think, cooperate and interact with their employees. Organizations need to take into account a strong organizational culture and be in line with some applicable boundaries. As long as it has a strong organizational culture, has a good impact and can be applied well by organizational members, it can facilitate organizational activities. Organizations with a strong culture will influence the behavior and effectiveness of employee performance. Employee performance will run in accordance with the culture they embrace in the organization. The application of culture in a company will also shape the character of employees by itself in carrying out duties and achieving the goals of the company, if the organizational culture becomes good it will be able to improve employee performance and will be able to contribute success to employees. This is in line with the results of research conducted by Tanuwibowo and Setiawan (2015) which shows that organizational culture has a positive effect on employee performance. This result is also supported by research conducted by Arianty (2014). The same thing was also stated by the results of research conducted by Jamaludin et al (2017) in their research showing that a strong and good organizational culture can improve employee performance. Organizational culture has a contribution in shaping employee behavior such as instilling values and attitudes of employees in achieving organizational goals, organizations are able to operate when there





are shared values. These values will guide his behavior in every process of his activity. This phenomenon will show that these factors will guide employees at the South Sulawesi Provincial Government Education Office to become organizations that have quality and professional performance. According to research conducted by Wardani, Mukzan and Mayoman (2016) it can be concluded that organizational culture has a significant effect on employee performance, in this study organizational culture is examined using two variables, namely the principle of familiarity and the principle of integrity. Variable criteria, integrity principles and familiarity principles are factors that influence employees to provide the best performance to the company. Armiaty and Ariffin (2014) in a study entitled The Influence of Organizational Culture and Motivation on Frontliner Employee Performance. The results showed that organizational culture variables had a positive and significant effect on employee performance, as well as motivation variables had a positive and significant effect on employee performance. Cultural and motivational variables together (simultaneously) have a positive and significant effect on the performance of frontliner employees. Organizational culture and motivation can also be said to be one way to achieve organizational goals which in its implementation is adjusted to the readiness of employees to accept organizational culture and motivation. Management in supporting organizational culture and motivation also needs to pay attention to and improve the quality of potential employees, for example by providing opportunities to continue attending education for those who are interested and participating in various trainings. Organizational culture can be said to be a social glue for organizational members that will have an impact on performance because organizational culture can unite various individual characteristics into a container of behavior that is based on shared values and is believed to be true. Organizational culture that is constantly updated and evolving has an effect on employee performance. Organizational culture will develop in accordance with the vision and mission of the company so that company goals can be achieved. The proper application of organizational culture will increase employee responsibility in carrying out duties in accordance with the regulations and jobdesc given. Organizational culture is expected to increase cooperation and mutual care within the company to achieve the targets that have been given.

Organizational culture is constantly updated with the times. AKHLAK culture was introduced in 2019. AKHLAK culture consists of 6 core values, namely 1) Amanah 2) Competent 3) Harmonious 4) Loyal 5) Adaptive 6) Collaborative. Each core value has 3 behaviors. The value of Amanah has 3 behaviors, namely 1) Fulfilling promises and commitments 2) Being responsible for tasks, decisions, and actions taken 3) Adhering to moral and ethical values. Competence values have 3 behaviors, namely 1) Improve self-





competence to respond to ever-changing challenges 2) Help others learn 3) Complete tasks of the highest quality. Harmonious values have 3 behaviors, namely: 1) Respect for everyone, regardless of background, 2) Like to help others, 3) Build a conducive work environment. Loyal values have 3 behaviors, namely 1) Maintaining the good name of fellow employees, leaders, SOEs, and the State 2) Willing to sacrifice to achieve greater goals 3) Obeying leaders as long as they do not conflict with law and ethics. Adaptive Value has 3 behaviors, namely 1) Quickly adjust to be better 2) Constantly make improvements following technological developments 3) Act proactively. Collaborative Value has 3 behaviors, namely 1) Provide opportunities for various parties to contribute 2) Be open in working together to produce added value 3) Drive the use of various resources for common goals.

Kedua variabel yaitu kepemimpinan dan budaya organisasi merupakan Variables that are important in improving employee performance. Improved employee performance will be realized if the leadership attitude moves in line with the existing organizational culture. Communication in achieving targets is one aspect of leadership that is quite important to be built so that it can move in harmony with organizational culture. Research conducted by Zehir (2011) also shows significant results between leadership and organizational culture on company performance as well as research conducted by Al-Swidi which states that *green organizational culture was confirmed to have a significant positive relationship with employees' green behavior and organisational environmental performance*. Mumun Surahman (2022) in his research concluded that leadership and organizational culture have a significant effect on teacher performance. According to Syaharuddin's research (2019) entitled leadership style and organizational culture on performance through employee job satisfaction as an intervening variable, it shows the results that organizational culture and leadership style have a positive and significant influence on job satisfaction in improving employee performance. Job satisfaction is related to the implementation of duties in their work, the conditions of their work environment, as well as interactions with fellow colleagues, as well as the relationship system between employees.

5. CONCLUSION AND SUGGESTIONS

Based on data analysis and discussion of research results, it can be concluded that the research findings are as follows there is a significant influence of leadership on employee performance. Organizational culture has a significant effect on employee performance. Leadership factors and organizational culture together have a significant effect on employee performance. Based on the research that has been done, suggestions for future research can use different research variables from this study. For related agencies to improve employee performance, it can be started with an increase in indicators of how to communicate in



leadership that can be done through mentoring through guidance, motivation and positive encouragement to employees so that employees can adjust to increasingly challenging company conditions. Employees are expected to prioritize company goals rather than personal goals so that a loyal and professional attitude is formed in each of them which is believed to be needed to achieve company goals so that equality of perception is formed. Employees must also help each other so that these increasingly challenging company goals can be achieved.

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