

The Influence of Leadership Style and Organizational Culture on Employee Performance in the Regional Secretariat of the Malaka Regent's Office, East Nusa Tenggara Province

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Abstract

Purpose:

This research, conducted at the Regional Secretariat of the Malacca Regent's Office, aims to assess the impact of Leadership Style and Organizational Culture on Employee Performance, both partially and simultaneously.

Methodology:

The method used in this research is a survey method with a quantitative approach. The data collection method used is the questionnaire method. Data was gathered through a survey of 284 Civil Servants (PNS), selected through simple random sampling. A Likert scale questionnaire was distributed, with 74 responses suitable for analysis.

Findings:

Multiple linear regression using SPSS version 26 revealed that leadership style (1) and organizational culture (2) individually have a significant positive effect on employee performance. Simultaneously (3), these factors positively and significantly influenced employee performance ($F = 25.256$, $p = 0.000$).

Implication:

The Coefficient of determination (R^2) is 0.794, indicating that the combined impact of leadership style and organizational culture strongly influences variations in employee performance at the Malacca Regent's Office Regional Secretariat, accounting for 79.40%. In comparison, other unexamined factors influence 20.60% of this research.

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INTRODUCTION

Every employee in the organization is required to contribute through good performance, remembering that organizational performance depends on the performance of its employees (Gibson et al., 1995). According to Mangkunegara (2004 in Tsauri, 2014), performance results from work in terms of quality and quantity achieved by an employee in carrying out his duties following his responsibilities. Meanwhile, Robbins (2002) states that employee performance is a function of the interaction between ability and motivation. In the study of employee performance management, some things require essential consideration because the individual performance of an employee in an organization is part of the organization's performance.

The performance assessment of Civil Servants (PNS), now known as the State Civil Apparatus (ASN), is carried out following Government Regulation (PP) Number 30 of 2019, confirming that the Employee Performance Targets (SKP) that have been prepared and agreed as intended are signed by the Civil Servants are determined by PNS performance appraisal officials are appointed at the end of December of the current year and no later than the end of January of the following year.

Furthermore, the Minister of State Apparatus Empowerment and Bureaucratic Reform Regulation (Permen PAN and RB) Number 6 of 2022 concerning Employee Performance Management is addressed to civil servants and PPPK. Employee performance management is carried out to a) increase the quality and capacity of employees, b) strengthen the role of leaders, and c) strengthen collaboration between leaders and employees, between employees, and between employees and other stakeholders.

Supported by East Nusa Tenggara Governor Regulation (Pergub NTT) Number 37 of 2022 concerning Additional Employee Income for ASN (State Civil Apparatus) employees within the NTT provincial government, paragraph 1, paragraph (20) and paragraph (21) regarding the Online Work Performance Assessment Application is web-based application developed to make it easier for ASN employees to prepare and assess work targets. Employee Performance Targets (SKP) are performance targets that ASN employees must achieve within the assessment period. ASN employees and their assessing officials can measure and agree upon these targets.

Employee Performance Targets (SKP) are assessed using the results of performance measurements carried out by civil servant performance assessors. The Regional Secretary of the Malacca Regent's Office has a performance measurement tool that is made correctly and precisely based on Government Regulation Number 30 of 2019, which departs from the target set in the Employee Work Targets (SKP), namely 60% and Employee Work Behavior is 40%.

With ideal transparency, performance measurement depicts good work effectiveness. It is supported by good work quality, but in natural conditions, it is identified that the phenomenon of employee performance at the Regional Secretariat of the Malacca Regent's Office is a low level of work discipline and decreased work productivity. Work activity processes are not on time because of low level of discipline. Organizational performance only runs smoothly because employee performance could be more effective and efficient. This employee performance problem arises because it is influenced by other factors, namely the variable characteristics of leadership style and organizational culture. It is a problem of employee performance that has implications for work quantity, independence, and punctuality. Work independence correlates with comprehension or the ability to understand all orders and instructions given. The more you understand the field of work, the higher the level of work independence (Feny et al., 2022).

Leadership style is a set of characteristics that leaders use to influence subordinates so that organizational goals are achieved, or it can also be said that leadership style is a pattern of Behavior and strategies that are liked and often applied by a leader (Rivai, 2014).

There may be times when the democratic leadership style has to be adapted to the actual situations faced by the organization, in the sense that the democratic leadership style has implications for modern leadership styles, which can be aligned with other models, namely the transformational leadership model. Siswatiningsih et al. (2019) describe transformational leadership as based on the leader's influence and relationship with followers or subordinates. Followers feel trust, admiration, loyalty, and respect for the leader and are motivated to achieve and perform higher.

Organizational culture is a set of value systems, beliefs, assumptions, or norms that apply, are agreed upon, and are followed by all organization members as a guide to Behavior (Sutrisno, 2019). According to Robins and Judge in the book "Organizational Behavior" (2013), organizational culture refers to a system of shared meaning held by members that can differentiate the organization from other organizations.

Every organization must have an organizational culture, where this aspect is a new finding that to have employees with high performance in carrying out all duties and responsibilities to work to provide the best public services, it needs to be cultivated in the lives of everyone in the organization (Hairudinor et al., 2020). In this phenomenon, I Putu Yoga (2019) illustrates a service culture still influenced by local culture and a hierarchical, bureaucratic culture that creates a paternalistic culture in service that favors officials and rulers and social motives such as a person's position.

The Malacca Regent's Office is a local government agency provided by the government that Civil Servants (PNS) use to work. It is equipped with several supporting facilities for the benefit of public services. Based on Malacca Regent Regulation Number 60 of 2016, as amended by Malacca Regent Regulation Number 56 of 2017 (Regional Gazette of Malacca Regency) concerning the Position, Organizational Structure, Duties, Functions, and Work Procedures of the Regional Secretariat of Malacca Regency, the Regional Secretary of Malacca Regency has three assistants and nine parts.

Because the Regional Secretary of the Malacca Regent's Office is a public organization with a broad workspace scope, there is always a job design through job descriptions. Rivai (2014) describes that if an organization has broad goals, the amount of work will be more numerous and varied. Thus, the job description is fundamental so that each employee has tasks to be responsible. Having a description of the tasks carried out by employees will make it easier and provide clarity to make work more manageable and smoother. The Job

Description for the Regional Secretary of the Malacca Regent's Office is an important part that needs to be prepared ideally and continuously to ensure the smooth running of employee activities.

Meanwhile, according to Mondy (2008), a job description is a document that states a job's duties, obligations, and responsibilities. The minimum acceptable qualifications a person must have to perform a particular job are in the job description. Job design is broad in scope, so it is necessary to have job descriptions to provide employees with suitable and effective work whose focus is changing, simplifying, expanding, enriching, and making work so that each employee's efforts are more in line with their work.

Related to previous research conducted by Tria Melisa and Subarto (2021), Maduma Sari Sangala et al. (2022), Afianti and Rosdiana (2023), Eka Rahmayuli, et al. (2023) and Sucitayasa et al., (2014) quoted in research by Anandita et al., (2022). The research they have conducted raises the theme of leadership, organizational culture, and performance, which describes a leader's style in leading an organization as having a very significant impact on the attitudes and performance of employees. Subordinate characteristics occur from a good communication process between leaders and subordinates. For employees to work well is influenced by the effectiveness of a leader. Therefore, the role of leaders in employee performance is the main thing. In addition, they argue that organization is a person's will, ability, and willingness to adapt his Behavior to the organization's culture, which is highly relevant to his will, ability, and willingness to increase his work productivity.

To respond to the gap in this research phenomenon, supported by "Several pieces of literature." related to leadership style and organizational culture on employee performance, researchers responded to writings from Robbins (2006), Kartono (2008), Robbins and Judge (2013), to answer questions that have been formulated as follows:

1. How significant is the partial influence of leadership style on employee performance at the Regional Secretary of the Malacca Regent's Office?
2. How significant is the partial influence of organizational culture on employee performance at the Regional Secretary of the Malacca Regent's Office?
3. How much influence do leadership style and organizational culture simultaneously have on employee performance at the Regional Secretary of the Malacca Regent's Office?

This research differs from Tria Melisa and Subarto's (2021) and Maduma Sari Sangala et al.'s (2022) studies. Their research focuses on human resources, primarily required to provide the best service and optimal performance. Some employees think the managers who lead them apply high internal standards in every activity, so they often feel pressured. Much work is often assigned to employees by organizations, and leaders cannot assess that if employees work lazily, it will affect the productivity of employee performance. Leaders with a leadership style have yet to be able to optimize the organization's potential with the existing rules, so they are less likely to improvise policies to tolerate objections, emergencies, or unexpected events, and what happens is that leaders always adhere to existing rules. Leaders need to understand subordinates who have different characteristics, such as abilities, knowledge, attitudes, and Behavior, and have difficulty getting to know their subordinates.

As a result of research observations, researchers found the complexity of problems related to leadership style and organizational culture factors that influence employee performance, namely the ability to control subordinates, communication, and team orientation. It illustrates that the leader cannot control subordinates and low employee discipline. There is a lack of control or supervision by giving strict sanctions or direct warnings, so it is found that there are employees who, while carrying out their duties and serving the community, are seen to have many employees still playing with cell phones at work. It affects the amount of work completed, never on time. On the other hand, in communication skills, leaders give unclear task instructions for subordinates to understand. It is proven by making mistakes in the disposition of research permit letters and the emergence of misunderstandings and jealousy because the organization prioritizes senior leaders. Team orientation needs to be carried out, which helps team members communicate and can lead to employee understanding in carrying out their duties. In this condition, the leader needs to realize that the team he leads in the organization is just carrying out their routine and will not be enthusiastic about working. In this way, employees will need help understanding the meaning of work stability in an organization that is always bound by established procedures and rules.

Based on the problems above, it can be concluded that the performance of employees at the Regional Secretariat of the Malacca Regent's Office is influenced by factors; first, the characteristics of leadership style, namely designing strategies and mechanisms to condition all the main tasks and work functions of employees for

each individual and group within the organization so that employee performance can be achieved. However, in implementing management policies and practices, leaders do not pay attention to each employee and are only concerned with strategies and work mechanisms. So, leaders must be able to control subordinates and motivate them to integrate individual goals with organizational goals. Second, the characteristic factor of organizational culture is relatively permanent relationships, such as a structured arrangement of human resources found in organizations with relatively permanent relationships. However, team orientation will not determine interaction patterns and task-oriented Behavior in this condition. So, building effective communication in team orientation within the organization is necessary. Clear and directed communication will help team members know their goals, targets, procedures, duties, and responsibilities. The role of leadership style is essential as the holder of communication control to create a solid work team and a conducive work atmosphere. Employees will work more directed and planned so it is easy to monitor and evaluate their duties, minimize problems, and increase employee work results.

Description of this phenomenon and problem: The Author is interested in conducting research titled: The Influence of Leadership Style and Organizational Culture on Employee Performance at the Regional Secretariat of the Malacca Regent's Office, East Nusa Tenggara Province.

Performance Concept. According to Rivai and Bastri (2005), quoted in Kaswan (2019) states that performance is the result or level of the overall success of a person during a specific period in carrying out tasks compared to various possibilities, such as standard work results, targets or objectives, or criteria that have been determined in advance and have been. Employee performance is reflected in the actions and efforts employees expend in carrying out the work assigned within the organization (Alliyah et al., 2021).

Leadership Style Concept. According to Rivai (2014), leadership style is a set of characteristics that leaders use to influence subordinates so that organizational goals are achieved, or it could also be said that leadership style is a pattern of Behavior and strategies that are liked and often applied by a leader.

In carrying out their duties, leaders have three basic leadership style patterns, namely: (1) a leadership style that is patterned in the interests of carrying out their duties; (2) a leadership style that is patterned in the interests of cooperative relationships; (3) and a leadership style that is patterned on the importance of results that can be achieved (Rivai, 2017). A leadership style that shows, directly or indirectly, a leader's confidence in the abilities of his subordinates. It means that leadership style is Behavior and strategy, as a result of a combination of philosophy, skills, traits, and attitudes, which a leader often applies when he tries to influence the performance of his subordinates.

Concept of Organizational Culture. Robbins and Judge (2013), quoted by Tewal et al. (2017), say that organizational culture shows a system of shared meanings shared by members that differentiate an organization from others. Apart from that, regarding the relationship between organizational culture and performance, Edgar Shein and Luthan (2011) and Tewal et al. (2017) state that organizational culture is a pattern of basic assumptions created, discovered, or developed by a particular group because it learns to overcome problems of external adaptation and internal integration-which have worked well enough to be considered valuable and are therefore taught to new members as a new way to understand, think, and feel regarding those problems.

Another opinion expressed by Rivai (2017) defines organizational culture as what employees feel and how this perception creates an exemplary pattern of trust, values, and hopes. Culture is "an exemplary pattern of basic acceptance when discovered, or developed by a particular group as a learning effort to overcome problems of external adaptation and internal integration that has worked smoothly enough to be considered valid, and therefore, to be taught to members new as the correct way to feel, think, and experience about problems."

METHODS

The method used in this research is a survey method with a quantitative approach. The data collection method used is the questionnaire method. In analyzing the data, the Author used multiple linear regression analysis with the help of SPSS version 6. According to Fred and S. Benu (2019), population is the entire unit, unit, or individual used as a unit of observation or observation unit.

Observation characteristics or characteristics must indicate exclusive and specific boundaries to ensure that members of the population are protected from doubt regarding the characteristic boundaries (border case). In this

research, the researcher gave every member of the population the same opportunity to be sampled (probability sampling), namely all Civil Servants (PNS) in the Regional Secretariat of the Malacca Regent's Office.

The population in this study was the Regional Secretariat of the Malacca Regent's Office, totaling 284 people. The sample is part of the number and characteristics of the population. Thus, the sample is a part of the population whose characteristics are to be investigated and can represent the entire population so that the number is smaller than the population of Sugiono (2016).

To meet this sample size, the sampling method in the field uses the cluster random sampling technique. That is, sampling members from the population is carried out randomly because the population size (N Size) is enormous, and the data sources are comprehensive (Fred & Benu, 2019).

The population of all employees at the Malacca Regent's Office is 284 people. By drawing samples, researchers used the formula proposed by Slovin (in Sugiyono, 2013) with a limit of error of 10%, so the number of research samples obtained was:

$$n = \frac{N}{1 + N (e)^2}$$

$$n = \frac{284}{1 + 284 (0,1)^2}$$

$$n = \frac{284}{1 + 284 (0,1)^2}$$

$$n = \frac{284}{1 + 2,84}$$

$$n = \frac{284}{1 + 2,84}$$

n = 73.95833.....rounded to 74 people.

Where: n = number of samples,

N = population size, and

e2 = the error level in selecting tolerated sample members to obtain a sample of 74 people.

RESULTS AND DISCUSSION

Instrument Validity Testing. The results of instrument validity testing by comparing the person product moment correlation index were carried out with SPSS version 26 and can show that all the indicators in the research instrument have a correlation coefficient value of > 0.30 so that all question items are declared valid.

Instrument Reliability Testing. Instrument reliability was tested using Cronbach's Alpha formula with SPSS version 26, as seen in Table 1.

Table 1. Instrument Reliability Calculation Results

Variable	The calculation results	Condition	Ket
Employee Performance	0,762	> 0,70	Reliable
Leadership Style	0,865	> 0,70	Reliable
Organizational culture	0,867	> 0,70	Reliable

Source: Primary Data processed by the Author, 2023 (SPSS Version 26)

Based on table 1 shows that the employee performance reliability instrument is 0.762, leadership style is found to be 0.865, and the organizational culture reliability instrument is 0.867, so it can be said to be conditional

because the reliability test results show a Cronbach's Alpha coefficient > 0.70 . All instruments can be used to collect data using questionnaire techniques for respondents because they have passed the reliability test.

Analysis Prerequisite Test.

1. Normality Test. In this research, the normality test uses 2 (two) approaches, namely, the Histogram Approach and Kolmogorov Smirnov.

Histogram Approach.

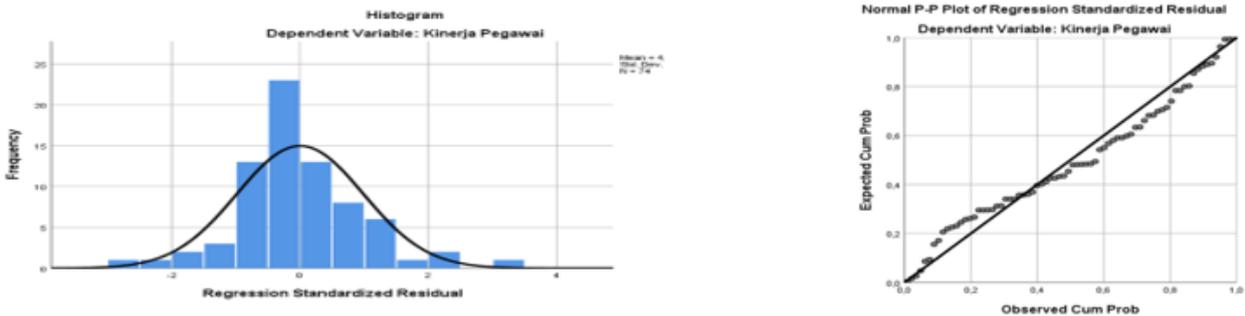


Figure 1. Histogram Approach

The analysis results in the figure above show that the employee performance variables are normally distributed. It is shown by the data distribution on the histogram graph, which generally spreads. Thus, what is analyzed in this model using regression analysis can be justified so that it can be used to predict the value of the dependent variable if there is a change in the independent variables. Included in this research model. Moreover, the PP-Plot norm line tends to move in a positive direction and form a straight line, so it can be concluded that the appropriate regression model is linear.

Kolmogorov Smirnov Approach. The standard value used in the Kolmogorov-Smirnov normality test, if the significant value is > 0.05 , then the research data is usually distributed; conversely, if the significance value is < 0.05 , the data value is not normally distributed. Normality testing using the Kolmogorov Smirnov Test (Gozhali) in Widodo (2013) is presented in Table 4.10.

Table 2. Kolmogorov Smirnov Normality Test Results

<i>One-Sample Kolmogorov-Smirnov Test</i>				
		Leadership Style	Organizational culture	Employee Performance
N		74	74	74
<i>Normal Parameters^b</i>	<i>Mean</i>	75,26	86,45	75,58
	<i>Std. Deviation</i>	6,483	7,473	4,379
	<i>Absolute</i>	,186	,219	,177
<i>Most Extreme Differences</i>	<i>Positive</i>	,120	,099	,101
	<i>Negative</i>	,186	,219	,177
	<i>Test Statistic</i>	,186	,219	,177
<i>Asymp. Sig. (2-tailed)</i>		,120 ^c	,099 ^c	,101 ^c

Source: Primary data processed by the Author, 2023 (SPSS version 26)

As seen in Table 2, the residual value from the regression test results has a Kolmogorov Smirnov coefficient for the leadership style variable of 0.186 with a significance level of 0.120 > 0.05 and the organizational culture style variable of 0.219 with a significance level of 0.099 > 0.05 , while employee performance is 0.177 with a

significance of $0.101 > 0.05$. Because the significance level value is $> 0.05\%$, it is concluded that the research data is usually distributed. Thus, the normality assumption can be fulfilled.

2. Linearity Test. The linearity test determines whether the independent variables (X1 and X2) have a significant linear relationship. A correlation should have a linear relationship between leadership style, organizational culture, and employee performance variables. The basis for decision-making:

1. Comparing the significance value of 0.05. If the Deviation from the linearity significance value is > 0.05 , then there is a significant linear relationship between the independent and dependent variables. If the Deviation from the linearity significance value is < 0.05 , then there is no significant linear relationship between the independent and dependent variables.
2. Compare the calculated F value with table F. If the calculated F value $< F$ table, then there is a significant linear relationship between the independent and dependent variables. If the calculated F value $> F$ table, there is no significant linear relationship between the independent and dependent variables.

Table 3. Linearity Test of Leadership Style and Employee Performance

		<i>ANOVA Table</i>					
			<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
		<i>(Combined)</i>	1025,081	24	42,712	5,582	000
Employee Performance * Leadership Style	<i>Between Groups</i>	<i>Linearity</i>	9,188	1	9,188	1,201	279
		<i>Deviation from Linearity</i>	1015,893	23	44,169	5,772	000
	<i>Within Groups</i>		374,933	49	7,652		
		<i>Total</i>	1400,014	73			

Source: Primary data processed by the Author in 2023 (SPSS version 26)

The results of data analysis in Table 3 show that the Deviation from the Linearity value is significant at $0.000 < 0.05$, and the calculated F value is $5,772 > F$ table. The test results show a significant linear relationship between the leadership style variable and the employee performance variable.

Table 4. Linearity Test of Organizational Culture and Employee Performance

		<i>ANOVA Table</i>					
			<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
		<i>(Combined)</i>	863,130	23	37,527	3,495	,000
Employee Performance * Organizational Culture	<i>Between Groups</i>	<i>Linearity</i>	565,914	1	565,914	52,704	,246
		<i>Deviation from Linearity</i>	297,216	22	13,510	1,258	,000
	<i>Within Groups</i>		536,883	50	10,738		
		<i>Total</i>	1400,014	73			

Source: Primary data processed by the Author, 2023 (SPSS version 26)

The results of data analysis in Table 4 show that the Deviation from the Linearity value is significant at $0.246 > 0.05$, and the calculated F value is $1.258 < F$ table. The results of this test show a significant linear relationship between organizational culture variables and employee performance variables.

3. Multicollinearity Test. The multicollinearity test aims to test the regression model, whether there is any inter-correlation or substantial relationship between the independent variables. If multicollinearity is found, the

variable regression coefficient is uncertain, and the error is infinite (Ghozali, 2006). No inter-correlation between independent variables or multicollinearity characterizes a good regression model.

To diagnose multicollinearity, you must analyze the tolerance value and its opposite variance inflation factor (VIF). Tolerance measures the variability of the selected independent variable, which is not explained by other independent variables. A low tolerance value is the same as a high VIF value because $VIF = 1/Tolerance$. The cut-off value that is commonly used to indicate the presence of multicollinearity is a tolerance value < 0.1 or the same as a VIF value > 10 , which can be seen in Table 4.12 below;

Table 5. Multicollinearity

Model	Coefficients				Collinearity Statistics		
	Unstandardized Coefficients		Standardized Coefficient	t	sig	Tolerance	VIF
	B	Std. Error	Beta				
(Constant)	86.385	5.272		8.799	.000		
Leadership Style	.786	.072	.127	1.181	.002	.715	.399
Organizational culture	.812	.063	.703	6.556	.000	.715	.399

Dependent: Employee Performance Variable

Source: Primary data processed by the Author, 2023 (SPSS version 26)

The results of data analysis in Table 5 show that the tolerance values for the leadership style and organizational culture variables are all $0.715 > 0.10$, and the VIF is $1.399 < 10$, meaning there is no multicollinearity between the independent (free) variables in this study.

4. Heteroscedasticity Test. Examining if a pattern of points appears on the scatterplot graph between SRESID and ZPRED—where the X axis represents the standardized residual and the Y axis represents the projected Y—will reveal whether heteroscedasticity exists (Ghozali, 2006). The basis of the analysis is as follows:

If a specific pattern, such as the existing points, forms a correct pattern (wavy spreads then narrows), heteroscedasticity occurs. If there is no clear pattern, such as dots spreading above and below zero on the Y axis, then this indicates that heteroscedasticity is not occurring.

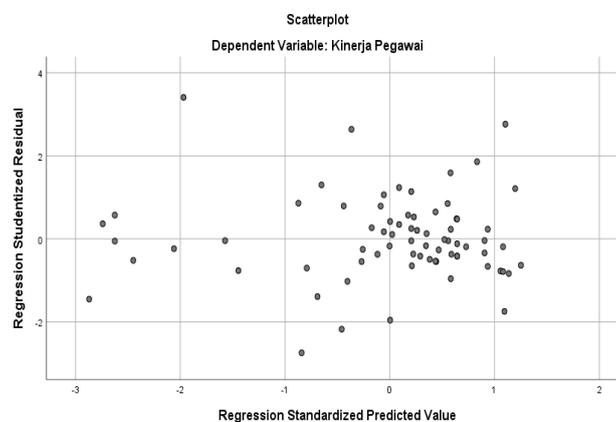


Figure 2. Scatterplots Dependent variable Employee Performance

The analysis results in this image show that on the scatterplot graph, the pattern of data points is spread almost evenly both above and below the zero point, and there is no clear pattern. It can be concluded that these characteristics can be fulfilled so that in the regression model, the influence of leadership style and organizational

culture on employee performance, there is no heteroscedasticity problem, and the classic heteroscedasticity assumption test can be fulfilled so that it can proceed to the multiple linear regression analysis stage.

Multiple Linear Regression Analysis. Because this analysis involves numerous variables, multiple linear regression analysis is used in this study to determine which dependent variable is predicted by the independent variable. The equation for this analysis is as follows:

$$Y = a + b_1 X_1 + b_2 X_2.$$

Table 6. Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficient	t	sig
	B	Std. Error	Beta		
1. (Constant)	86.385	5,272		8,799	,000
Leadership Style	,786	,072	,127	1,181	,002
Organizational Culture	,812	,063	,703	6.556	,000

a. Dependent Variable: Employee Performance

Source: Primary data processed by the Author, 2023 (SPSS Version 26)

From the results of the analysis above, the multiple linear regression equation in this study can be determined as follows:

$$Y = 86.385 (a) + 0,786 (X_1) + 0,812 (X_2).$$

The results from Table 6 can describe the meaning of each regression coefficient as follows:

1. Constant Coefficient (a) has a regression coefficient of 86.385. It has a positive direction, meaning that if the leadership style (X1) and organizational culture (X2) variables are assumed to be constant or change to zero, then employee performance (Y) will change or increase. This Coefficient can mean that without the two independent variables (X1, X2) in this research, employee performance (Y) can still be substantial.
2. Leadership Style (X1) has a regression coefficient of 0.786 and a positive direction, which means that if leadership style (X1) increases, employee performance (Y) will increase. Likewise, vice versa, if leadership style (X1) decreases, employee performance (Y) also decreases.
3. Organizational Culture (X2) has a regression coefficient of 0.812 and a positive direction, which means that if the organizational culture variable (X2) increases, employee performance (Y) will increase. Likewise, vice versa, if leadership style (X2) decreases, employee performance (Y) will also decrease.

Hypothesis test.

1. Partial Hypothesis Testing. The t-statistical test (t-test) determines whether the presented hypothesis will be accepted or rejected. This test compared the SPSS significance value (t calculated) with 0.05 (t table). If the significance value of $t < 0.05$, then the null hypothesis (Ho) is rejected, or by comparing the calculated F value with the table F value. If the calculated F value $< F$ table, then the null hypothesis (Ho) is rejected, and the alternative hypothesis (Ha) is accepted, meaning that the independent variable has a significant effect on the dependent variable (Ghozali, 2002).

Table 7. Coefficient of Leadership Style and Organizational Culture

Model	Coefficients			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		

1	(Constant)	86,385	5,272		8,799	,000
	Leadership Style	,786	,072	,127	1,181	,002
	Organizational culture	,812	,063	,703	6,556	,000

a. Dependent Variable: Employee Performance

Source: Primary data processed by the Author, 2023 (SPSS Version 26)

The results of the statistical test (t-test) in Table 7 show that:

1. The partial leadership style variable shows that the significance value is 0.002, and the t count is 1.181. Meanwhile, the t-table value at the 95% confidence level is 0.05%. Because the significance value (0.002) < the alpha level used is 5% (0.05), the decision is that the null hypothesis (Ho) is rejected and the alternative hypothesis (Ha) is accepted. So, leadership style partially has a positive and significant effect on employee performance, with a coefficient value of 0.786 or 78.60%.
2. The significance value for the partial organizational culture variable is 0.000, and the t count is 6.556. Meanwhile, the t-table value at the 95% confidence level is 0.05%. Because the significance value (0.000) < the alpha level used is 5% (0.05), the decision is that the null hypothesis (Ho) is rejected and the alternative hypothesis (Ha) is accepted. Organizational culture partially positively and significantly affects employee performance. Moreover, the coefficient value is 0.812 or 81.20%.

2. Simultaneous Hypothesis Testing (F Test). This test examines the influence of leadership style and organizational culture on employee performance.

Table 8. Simultaneous test results (F test) are in the Anova table

ANOVA						
	Model	Sum of Squares	df	Mean square	F	sig
1	Regression	581.979	2	290.990	25.256	.000
	Residual	818.034	71	11.522		
	Total	1400.014	73			

Dependent variable: Employee Performance
Predictors: (Constant), Leadership Style and Organizational Culture

Source: Primary data processed by the Author, 2021 (SPSS Version 26)

The statistical test results based on ANOVA calculations in Table 8 show that the two independent variables, namely leadership style and organizational culture, simultaneously positively and significantly affect employee performance. It is indicated by the calculated F value of 25.256 with a significant value of 0.000. Because the significance value is 0.000 <, the alpha level used is 5% (0.05), the null hypothesis (Ho) is rejected, and the alternative hypothesis (Ha) is accepted. Thus, leadership style and organizational culture simultaneously (together) positively and significantly influence employee performance. It can be seen from the magnitude of the influence obtained from the leadership style variable of 0.786 and organizational culture of 0.812. It means that the ups and downs of leadership style and organizational culture significantly influence employees' high and low performance.

Determination Coefficient Test (R2). The Coefficient of determination test will analyze the R-value and the R2 value, where R shows the level of influence of the independent variable on the dependent variable, where the level of influence of the variable can be seen in the table below:

Table 9. Correlation Coefficient Interval

Coefficient Interval	Level of Influence
0,00 – 0,199	Very low
0,200 – 0,399	Low

0,400 – 0,599	Strong enough
0,600 – 0,799	Strong
0,800 – 1,000	Very strong

Source: Secondary Data (Sugiyono, 2015).

Table 10. Determination Coefficient Model

<i>Model Summary</i>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,845 ^a	,794	,699	1,394

a. Predictors: (Constant), Leadership Style, Organizational Culture.

b. Dependent Variable: Employee Performance

Source: Primary data processed by the Author, 2023 (SPSS version 26)

The table above shows that the R-value is 0.845, meaning that the influence of leadership style and organizational culture on employee performance is vital. Meanwhile, the Coefficient of determination (R^2) is 0.794, which means that the contribution of the two independent variables in this research, namely leadership style (X1) and organizational culture (X2), together have a strong level of influence on variations in the ups and downs of employee performance (Y). at the Regional Secretariat at the Malacca Regent's office, it was 79.40%, and the remaining 20.60% was influenced by other factors not examined in this research.

The results of this research will be discussed contextually with the theories that are the basis for the results of previous research, which will be explained as follows:

1. Partial Influence of Leadership Style on Employee Performance. This research examines six dimensions, according to Kartono (2008), to explain the influence of leadership style on employee performance, namely: (1) Ability to make decisions; (2) Ability to motivate; (3) Communication skills; (4) Ability to control subordinates; (5) Responsibility; (6) Ability to control emotions.

Stoner (1996) in Pasalog (2011) says that leadership style is a variety of behavioral patterns favored by leaders in directing and influencing workers. According to Stoner, there are two leadership styles: (1) a task-oriented style that closely supervises employees to ensure that tasks are carried out satisfactorily. Implementation of tasks emphasizes employee growth or personal satisfaction; (2) employee-oriented style emphasizes motivation rather than controlling subordinates. This style establishes friendly, trusting, and respectful relationships with employees who are often allowed to adapt in making decisions that affect them.

Respondent's statements regarding the leadership style variable obtained the highest score in the dimension of motivational ability in the indicator of guidance and direction. Namely, 55.40% of respondents said often, 39.19% always said, 5.41% sometimes said, while those who said rarely and never never, nil. The score achieved was 321, including the quite good category. Employees with high motivation through guidance and direction will also produce high performance.

Moreover, the dimension with the lowest score is the ability to control subordinates on the indicator of giving direct warnings; 52.79% of respondents said often, 25.68% said always, 21.62% said sometimes, and those who said rarely and never said nothing. The score achieved was 299, including the quite good category.

The results of this research are supported by previous research, which states that leadership style has a positive and significant influence on employee performance carried out by Anandita et al. (2022), Alfianti and Rosdiana (2023), Maduma Sari Sangala et al. (2022), M. Umar, (2022), Rahmayuly Eka, et al., (2023). Tria Melisa and Subarto (2021) stated that a leader's leadership style significantly impacts the attitudes and performance of employees. Subordinate characteristics occur from a good communication process between leaders and subordinates. For employees to work well is influenced by the effectiveness of a leader. Therefore, the role of leaders in employee performance is the main thing.

Based on the research results, the total score of eighteen indicators on the leadership style variable was 5,868, which is classified as very good. It is shown by the total response of respondents regarding the leadership

variable who often said 54.67%, who always said 31.57%, who sometimes said 13.69%, and who rarely said 0.07%, while never nil.

Meanwhile, based on hypothesis testing, it can be explained that leadership style has a positive and significant effect on employee performance with a coefficient value of 0.786, meaning that if leadership style is increased by one unit, employee performance will not increase, assuming the other independent variables are constant (change). The results of this research prove that leadership style has a significant effect on employee performance. It means that the test results from this research have a strong level of influence, but the managerial leadership activities carried out do not necessarily have a good and positive impact on the organization. Implementing managerial leadership activities that are unable to control subordinates and lack motivation for employees so that they cannot improve their performance well and can have a less positive influence on the formation of subordinate personalities who are willing to work to achieve organizational goals.

2. Partial Influence of Organizational Culture on Employee Performance. This research analyzes and develops seven dimensions from Robbins and Judge (2013) to explain the influence of organizational culture on employee performance, namely: (1) innovation and decision-making, (2) aggressiveness, (3) results orientation, (4) orientation people, (5) team orientation, (6) attention to detail, (7) stability.

According to Liliweri (2015), organizational culture is formed from internal and external factors. Internal factors consist of the values held by staff, organizational values and attributes, organizational vision/mission, and leadership, while external factors consist of market factors and the type of service required by the public from segment variables. It was further explained that organizational culture originates from culture as a set of values, beliefs, ways of thinking, understanding of organizational members, and acting correctly within the organization.

Respondent's statements from the dimensions of organizational culture showed that the highest score was the result orientation dimension on the completeness indicator in completing work, with an average score of 316, which is quite good. It is known that the indicator of completeness in completing work was found to be 54.95% of respondents who agreed, 36.19% said they strongly agreed, 9.66% said they were neutral, while they disagreed and strongly disagreed, nil. The score achieved was 316, including the quite good category.

Based on the hypothesis test, it can be explained that organizational culture has a positive and significant effect on employee performance with a coefficient value of 0.812, meaning that if the organizational culture variable is increased by one unit, employee performance will increase, assuming the other independent variables are constant (change). This research proves that organizational culture positively and significantly affects employee performance. It is understood that organizational culture reflects shared values, attitudes, and Behavior of officials, which have an impact on leadership roles, starting from Behavior and strategy as a result of a combination of philosophy, skills, traits, and attitudes that a leader often applies to influence the performance of his subordinates.

The results of this research are supported by several previous studies by Hairudinor et al. (2020), Shein and Luthan (2011) in Tewal et al. (2017), Sucitayasa et al. (2014) quoted in Anandita's research, et al, (2022) describe that organization is a person's will, ability and willingness to adapt their behavior to organizational culture, which has high relevance to their will, ability and willingness to increase their work productivity. An organization or company will need employees who have good performance. Good performance will, of course, be supported by all the facilities provided by the organization or company. It shows that an employee who can understand organizational culture can apply Behavior in his work environment. A strong organizational culture provides stability to the organization. Organizations with a strong culture can significantly influence employee responsibility and commitment to work productivity. Employees will feel comfortable and survive in the organizational environment to provide satisfactory work results.

Respondent's statements from the dimensions of organizational culture obtained a high score, namely the result orientation dimension on the completeness indicator in completing work with an average score of 316, which is quite good. It proves that the organizational culture at the Regional Secretariat of the Malacca Regent's Office remains stable, and the work environment remains conducive so that all employees are committed to increasing work productivity. The lowest score was found in the team orientation dimension of the communication indicator between team members, with a score of 271, which is quite good. It proves that the organizational culture of the Regional Secretariat of the Malacca Regent's Office still needs to be optimal in team orientation. It needs to prioritize better communication between employees in the team, where team members need to provide

information so employees feel more comfortable completing work. Employees need to be more able to implement innovations to improve work quality.

3. Simultaneous Influence of Leadership Style and Organizational Culture on Employee Performance. Research by Tria Melisa and Subarto (2021) suggests that a leader's style in leading an organization significantly impacts employees' attitudes and performance. Every organization must have an organizational culture, where this aspect is a new finding that to have employees with high performance in carrying out all duties and responsibilities to work to provide the best public services, it needs to be cultivated in the lives of everyone in the organization (Hairudinor et al., 2020). A strong organizational culture provides stability to the organization. Organizations with a strong culture can significantly influence employee responsibility and commitment to work productivity. Employees will feel comfortable and survive in the organizational environment to provide satisfactory work results.

The results of statistical tests show that the two independent variables, namely leadership style and organizational culture, simultaneously have a positive and significant effect on employee performance. It is indicated by the calculated F value of 25.256 with a significant value of 0.000. Meanwhile, the Coefficient of determination shows that the R-value is 0.745, meaning that the influence of leadership style and organizational culture on employee performance is vital.

Respondent's statements regarding employee performance variables regarding the dimensions of effectiveness and commitment to indicators of quality of work completed well and capability and managing work priorities efficiently with an average score of 324 are pretty good. It proves that the number of jobs at the Regional Secretariat of the Malacca Regent's Office is high, and the suitability between work and duties and the ability of employees to do the work correctly and achieve organizational goals is going well.

Thus, an organization with a strong culture can significantly influence employee responsibility and commitment to work productivity. Employees will feel comfortable and survive in the organizational environment to provide satisfactory work results. Everything will be managed by a leader with a leadership style that supports all aspects; this will create members of the organization who can work according to the division of tasks, functions, and responsibilities wholeheartedly, effectively, and efficiently in improving employee performance to achieve organizational goals.

Coefficient of Determination. The Coefficient of determination (R^2) is 0.794, which means that the contribution of the two independent variables in this research, namely leadership style (X1) and organizational culture (X2), together have a strong level of influence on variations in the ups and downs of employee performance (Y) in The Regional Secretariat at the Malacca Regent's Office was 79.40%. The remaining 20.60% was influenced by other factors not examined in this research.

CONCLUSION

1. Leadership style partially and significantly influences employee performance, with the leadership style coefficient scoring 0.786. It means that if the quality of the leadership style is high, employee performance will be higher. On the other hand, if the quality of the leadership style is low, employee performance will be relatively low.
2. Organizational culture partially has a positive and significant influence on employee performance, with a regression coefficient reaching a score of 0.812. If organizational culture is increasingly internalized, employee performance will also increase. On the other hand, if organizational culture is internalized enough, employee performance will also be relatively high.
3. Leadership style and organizational culture simultaneously positively and significantly affect employee performance, as shown through the calculated F value of 25.256 with a significant value of 0.000. Because the significance value is $0.000 <$, the alpha level used is 5% (0.05), the null hypothesis (H_0) is rejected (the null hypothesis is not proven), and the alternative hypothesis (H_a) is accepted. Thus, leadership style and organizational culture simultaneously (together) significantly influence employee performance.
4. The R-value is 0.845, meaning the influence of leadership style and organizational culture on employee performance is vital. Meanwhile, the Coefficient of determination (R^2) is 0.794, which means that the contribution of the two independent variables in this research, namely leadership style (X1) and organizational culture (X2), together have a strong level of influence on variations in the ups and downs of employee

performance (Y). at the Regional Secretariat at the Malacca Regent's office, it was 79.40%, and the remaining 20.60% was influenced by other factors not examined in this research.

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