



Factors Affecting the Performance of Employees: Analysis in Muhammadiyah Sukabumi University

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ABSTRACT

Leadership and organizational culture are important factors determining employee performance and ability to adapt to environmental changes. Phenomena that happened at the University of Muhammadiyah Sukabumi is employee work that is still not optimal. The problem studied from this study is how the description of the leadership and organizational culture of the University of Muhammadiyah Sukabumi. This study aims to find out and describe the influence of leadership and organizational culture on the work of employees of the University of Muhammadiyah Sukabumi, either simultan or partially. The data from this study are all employees of the University of Muhammadiyah Sukabumi which total of 250 people. The sampling technique in this study uses census study population techniques so that the entire population is used as a sample. The questionnaire method of data collection is employed, and multiple regression analysis with simultaneous testing and partial test hypothesis testing was the method of analysis used in this investigation. Leadership and organizational culture have a beneficial impact on employee performance, according to the partial variable results of the regression analysis. Leadership, which affects employee performance by 69.3%, is the dominant independent variable. The magnitude of the influence of the independent variable on the bound is 75.0% while the rest is as much as 25. 0% is influenced by other factors that are not studied such as salary and performance support

INTRODUCTION

We currently live in the 21st century, and globalization and all of its ramifications present us with an urgent challenge. A company must have the guts to face challenges, such as embracing change and dominating the competition, to survive. If a company's human resources are not backed by optimally performing capital, method, and machine resources, it cannot produce the best results (Alhidayatullah & Muh. Abdul Aziz, 2022). To meet these needs, companies must look for employees who have good performance, are fast, and of course, must have a high work ethic.

An important factor that determines employee performance and the ability of the organization to adapt to environmental changes is leadership. Leadership describes the relationship between the leader (*leader*) and the follower (*follower*) and how a leader can direct his *followers*, to be willing to follow what is told to him by the goals of the company and the expectations of the leadership (Atatsi et al., 2019). The rapidly evolving concept of leadership is the concept of transactional leadership and formational trans popularized by Bass (Hakim & Hadipapo, 2015). Both leadership concepts are based on the style, behavior, and situation that includes a leader. Transactional leadership is based on the principle of exchange of rewards between the leader and subordinates. Where the leader expects rewards in the form of high performance of subordinates, while subordinates expect rewards and rewards economically from leadership (Herdiana, 2016). Meanwhile, the leadership of the formational transbases itself on the principle of follower development (Rivai, 2020). The leader develops and directs the potential and abilities of subordinates to achieve even beyond the goals of the organization (Widodo, 2017).

Organizational culture is viewed as the most important element affecting employee performance (Wahyuni et al., 2016). It is well known that organizational culture serves as the cornerstone for all management practices and operations. Organizational culture is defined as the shared beliefs and behavioral norms that all members of the organization uphold. Members of the organization use this set of values and behavioral standards to guide their work and problem-solving strategies. Numerous professionals claim that organizational culture can serve as the foundation for adaptation and the secret to successful organizations. (Prasada, 2020), Much research is conducted to find the values or standards of conduct that can significantly contribute to the success of the firm. Yet, few attempt to link corporate culture to performance (Zarvedi et al., 2016) to significant aspects of human resources, including employee performance (Windaryadi, 2018).

In the past, organizational culture was seen as something *unitary* from a monolithic perspective, so an organization was said to have a *strong culture* if there were values and norms of behavior that were integrated, homogeneous, stable, and embraced by all members of the organization. (Pap et al, 2022; Widiyanto et al., 2018) researched Performance, organizational culture, and leadership style in British businesses. According to the findings of his study, performance, and leadership style are not correlated. The association

between innovative and competitive cultures and organizational performance, however, is favorable and robust. According to (al Qarny, 2020) about organizational culture, market orientation, innovation, and company performance in several countries in Asia and Europe, the results of their research show that organizational culture, market orientation, and innovation have a positive influence on company performance.

There are several supporting data used as the basis for the theory in this research, namely those sourced from previous research that is relevant to the problem to be studied. This research refers to the theory and also the results of several previous research literature (Maamari & Saheb, 2018), with the results of the research stating that there is a positive influence of organizational culture and leadership. Likewise, the results of the study (Suifan, 2021), that there is a positive influence of leadership and organizational culture on performance. Furthermore, the research conducted by (Ferine et al., 2021) the results obtained states that there is a positive influence of leadership, organizational culture, and work ethics on performance. Of the three research results conducted by previous researchers, it is stated that there is a positive influence of leadership and organizational culture on performance.

Based on the description above, the research conducted under the title "How Organizational culture and Leadership (Maamari & Saheb, 2018) style affects employees' performance of genders", while the research entitled (Suifan, 2021) "How innovativeness mediates the effects of organizational culture and leadership on performance", and research from (Ferine et al., 2021) "An empirical study of leadership, organizational culture, conflict, and work ethic in determining work performance in Indonesia's education authority". Of the three studies the variables used by, (Ferine et al., 2021) are organizational culture, conflict, work ethics, and performance. Whereas it uses variables of organizational culture, leadership, and performance mediated by innovation. And the research carried out by, (Suifan, 2021) and (Maamari & Saheb, 2018) the variables used are leadership, organizational culture, and performance. The contribution of the research, namely performance problems can not only be influenced by leadership and organizational culture. But other variables can exert influence, namely conflict, work ethics, and innovation.

The purpose of this study is to analyze how the impact of leadership and organizational culture in improving performance. And in addition, it provides input to the analysis unit in formulating appropriate management related to effective human resources as a foundation of competitive advantage.

LITERATURE REVIEW

Employee Performance

According to (Darmansyah et al., 2020), *the degree to which a person fulfills the obligations and tasks entrusted to him might be viewed as his or her job performance*. Meanwhile, Faustino Gomes (1995) in (Allen et al., 2018) states that a record of outputs from a specific job function or activity within a specific period constitutes work performance. According to Faustino Gomes, performance measurement is a means to gauge how much a person

contributes to their organization. Employee performance is typically treated as a dependent variable in empirical studies because organizational behavior or human resource practices are thought to have an impact on it rather than being a cause or determinant of it (Tuan & Tram, 2021).

According to Faustino Gomes (1995), there are two criteria for evaluating employee performance. They are (1) measurement based on the outcome (result-based performance evaluation) and (2) behavior-based performance evaluation. Measuring performance based on the accomplishment of corporate goals, measuring performance based only on results, etc. Management or work groups establish the organization's goals, and employees are then encouraged to work toward them and evaluated for their performance based on how well they do so. The notion of management by objectives is referenced by this measurement criterion (MBO). This method of monitoring employee performance has the benefit of having precise, statistically quantifiable performance criteria and goals. The fundamental disadvantage, however, is that it is believed to disregard performance variables that are non-quantitative because, in the practice of organizational life, much of the work cannot be quantified quantitatively (Jitpaiboon et al., 2019)

Employee performance in this study was assessed using certain behavioral criteria, keeping in mind that, despite being an old concept, according to Faustino Gomes (1995), they are now receiving more attention in empirical studies on organizational behavior and human resources. Using behavior-based performance measurement, more aspects of the task may be disclosed and a more complete picture of performance can be produced.

Leadership

Leadership is defined variously by experts but in general, leadership describes the relationship between leaders and followers, further explaining that leadership means that the leader influences the leader but the relationship between the leader and the leader is mutually beneficial to both parties (Pawirosumarto et al., 2017) Lead is a process of influencing the activities of an organization to set and achieve goals. In line with the description above, Andrews and Field (1998) in (Saadouli & Al-Khanbashi, 2021) sum up 3 important elements that must be present in leadership, namely: the leader, the leader, and the interaction between the two. Without these three important elements, leadership will never exist.

In the history of the development of the concept of leadership, many experts have sought to describe and measure leadership variables so that various conceptualizations of leadership emerge. At first, the study of leadership focused attention on the personality that is the character of a successful leader. Personality theory (Gunawan & Baharudin, 2017) traits theory) assumes a successful leader is already a destiny and an innate quality is born that distinguishes a leader from a non-leader. But many criticize this theory of personality because in reality leadership can be trained and developed, so the study turns to behavioral approaches and leadership styles (Satyawati & Suartana, 2014).

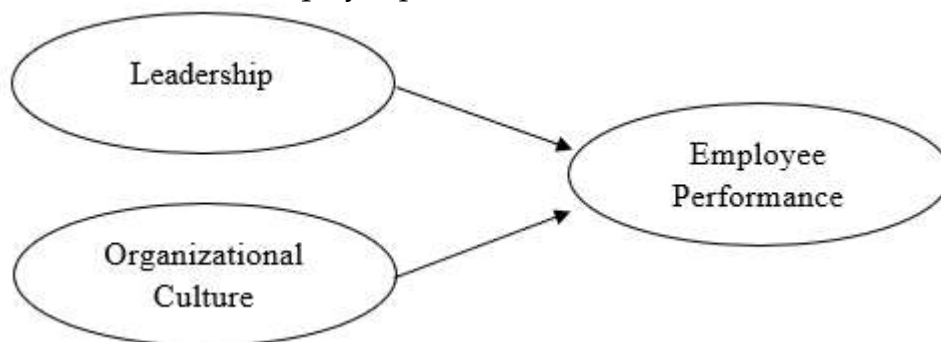
Organizational Culture

Organizational culture is generally understood to be a collection of values, assumptions, and behavioral patterns that shape both the identity of the organization and the actions of its constituents. According to this definition, organizational culture can be positioned in the direction of values as well as behavioral standards (Muhajir, 2014). Something that is highly regarded within an organization is referred to as having a strong organizational culture (Sharma & Kumar, 2021), through behavioral standards Organizational culture is the expected behavior of the organization's constituents (members) (Tung, 2020).

Organizational culture in the direction of behavioral norms describes patterns of behavior of a fixed nature in which ideas and thoughts are passed down from one generation to the next, or from one group to another. (Rakhra, 2018) Wilson (2001) (Chatzoudes & Chatzoglou, 2022) further explain that behavior transfer occurs not genetically (hereditary) but through social interaction between members of the organization. These patterns of behavior are stable and undergo relatively slow changes. Ideas or thoughts also serve as guidelines for the acceptance of the behavior. About organizational culture as a manifestation of shared values, Palthe and Kossek (2003) and Wilson (1997, 2001) outline 3 organizational culture perspectives known in the human resource management literature, namely the integration perspective, the differentiation perspective, and the fragmentation perspective.

Hypothesis

Based on a review of the relevant literature and previous empirical evidence as previously described, a theoretical framework of thought is then drawn up that diagrammatically describes the train of thought developed in this study. Broadly speaking, the theoretical framework of this study is to explain the direct relationship between the independent variables of leadership and organizational culture as moderating variables with dependent variables of employee performance.



Picture 1. Conceptual Framework

- H1: There is a positive influence between the leadership and the employees of Muhammadiyah Sukabumi University.
- H2: There is a positive influence between organizational culture and the performance of employees of Muhammadiyah Sukabumi University.
- H3. There is an influence on leadership, organizational culture, and employee performance at Muhammadiyah Sukabumi University.

METHODOLOGY

This study falls under the umbrella of causal associative research with a quantitative methodology. A study that seeks to understand the relationship between two or more free variables is known as causal associative research. This study will clarify the relationship between the variables to be studied's effects and influences, namely the effects of organizational culture and leadership on employee performance (Sugiyono, 2019). When the data to be utilized to examine the influence between factors are expressed as numbers, the quantitative technique is applied. Primary data were used in this investigation. Primary data are those that were gathered through interviews and surveys directly from respondents. Primary data for this study was gathered by distributing questionnaires to respondents, who were all University of Muhammadiyah Sukabumi personnel. The population of this study is all employees of the University of Muhammadiyah Sukabumi as many as 250 people, and the population has been taken entirely for research (Census). The data collection method used in this study was a questionnaire. The key assumption in using this method is that the subjects of the study are the ones who know best about themselves and that the statements of the subjects given are true and trustworthy. In this study, the implementation of the questionnaire method was the distribution of questionnaires to respondents which were distributed directly by researchers. There is a list of questions on the used questionnaire that are closed because alternate answers are available. To complete the analysis of this study, secondary data in the form of necessary data documents have been collected. to do a multiple regression analysis employing moderating variables and interaction tests on the data to examine it and assess the hypotheses put forth in this study. A specific case of multiple linear regression, known as interaction test or moderate regression analysis (MRA), occurs when the regression equation includes an element of interaction (Multiplication of two or more independent variables). Regression with interactions generally gives rise to the occurrence of multicollinearity, therefore reducing the problem of multiline (Ghozali, 2016). Writes in this study, the transformation was carried out with *a centering procedure* using the value of the average deviation of variables. Employee performance serves as the dependent variable in this study. The independent factors are leadership (X_1), organizational culture (X_2), and moderate variables, namely the interaction between leadership variables and organizational culture ($X_1 * X_2$) to (Y). The following equation represents the multiple regression model that was created in this investigation:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_1 * X_2 + e$$

RESULT

Characteristics of Respondents

The identity of the respondent based on the level of education is as follows:

Table 1. Respondent's Last Education Level

No	Final Education	Respondents	Percentage
1	S3	32	12,8%
2	S2	135	54%
3	S1	67	26,8%
4	DIII	1	0,4%
5	SMA	15	6%
Sum		250	100%

(Source: Data Processing Results, 2023)

The table above explains that 135 respondents filled in the questionnaire, most of whom had an S2 education of 54%. Then 67 people with an S1 education of 26.8%, then 32 people with an S3 education of 12.8%, as many as 15 people with a high school education of 6%, and 1 person with a Diploma III education of 0.4%.

Test Classical Assumptions

1. Normality Test

According to the statistical theory of linear models, only the residual variable dependent (Y) should be checked for normality, and the independent variable t in the estimation has no distribution role. Therefore, normality testing is not required.

Table 2. One Sample Kolgomorov-Smirnov Test

Unstandardized Residual	
N	250
Asymp. Sig. (2-tailed)	,453 ^{c,d}

(Source: Data Processing Results, 2023)

From the table of normality test one Kolgomorov-Smirnov sample yields $p = 0.453 > 0.05$ which indicates a normal data distribution. The following is how the normalcy test appears on the P-Plot normal chart:

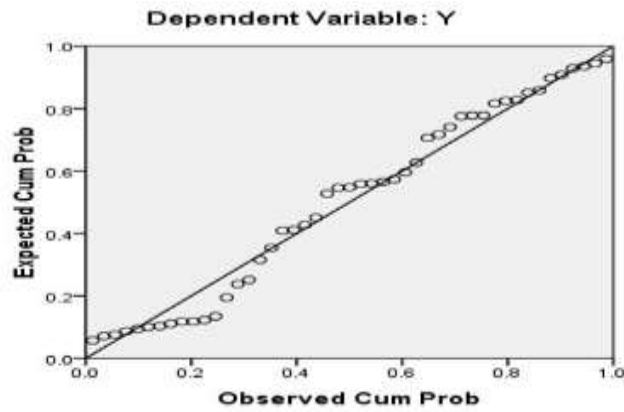


Figure 2. Normal P-Plot Chart

The P-Plot graph shows that the data are distributed around the diagonal line and follow the direction of the histogram line towards the pattern of a normal distribution, hence the dependent variable Y is consistent with the assumption of normality.

2. Heteroscedasticity Test

The heteroskedasticity test seeks to determine whether there is a variance difference between the residual of one observation and another in regression. The range of unconstrained variables is indicated by heteroskedasticity. A good regression model is indicated by a random deployment. In other words, there is no heteroskedasticity. A scatterplot chart with a pattern of dots spreading above and below the Y-axis can be used to test heteroskedasticity.

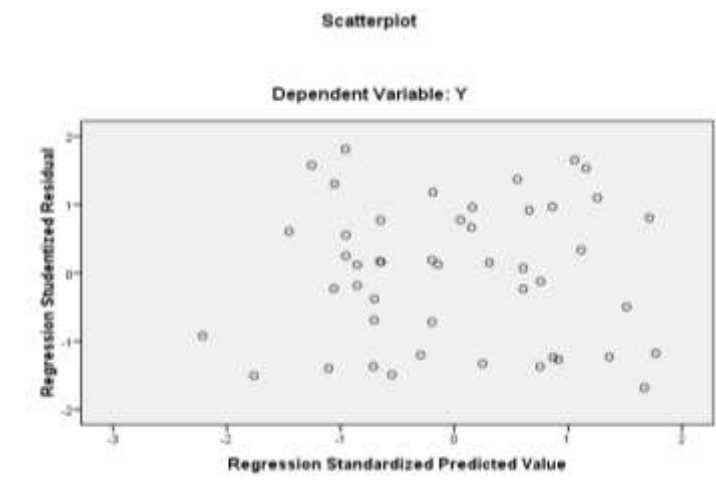


Figure 3. Scatterplot Chart

The dots on the scatterplot chart are arranged haphazardly and are dispersed above and below the zeros on the Y axis. The heteroscedasticity test can be performed with the Glejser test in addition to looking at the scatterplot chart. Regressing the residual absolute value against an independent variable is how the Glejser test is performed. The glejser test's results are as follows:

Table 3. Coefficients Heteroskedasticity Test Results

Variable	B	Beta	t	Sig.
Leadership (X ₁)	-,015	-,026	-,357	,229
Organizational Culture (X ₂)	-,016	-,025	-,321	,349

The result of the glejser test with a significant value. Indicates all independent variables have a sig value of ≥ 0.05 . Thus, there is no independent variable that has a statistically significant effect on the abs res dependent variable. The sig value clearly illustrates this. all greater than 0.05 for each independent variable in light of this, it may be said that the regression model does not exhibit heteroscedasticity.

3. Multicollinearity Test

The goal of the multicollinearity test is to determine whether there is a correlation between the free variables in the regression model. There is never a correlation between free variables in a decent regression model. Look at tolerance values and the Variance Inflation Factor to determine whether the regression model contains multicollinearity or not (VIF). There is no multicollinearity between the free variables in the regression model, which may be inferred if the tolerance value is greater than 10% and the VIF value is lower than 10. The multicollinearity test calculation's results are as follows:

Table 4. Multicollinearity Test Results

Variable	Tolerance	VIF
Leadership (X ₁)	,263	2,456
Organizational Culture (X ₂)	,223	2,343

According to the aforementioned table, each free variable has a tolerance value greater than 0.1 and a VIF value less than 10. Thus, it can be said that this regression model has no multicollinearity amongst the free variables.

Multiple Regression Analysis Results

Based on the multiple regression analysis tests, the regression equation was $Y = 2.172 + 0.194X_1 + 0.292X_2$. This equation has a meaning, namely, the constant = 2.172 explains that if the variables of leadership and organizational culture are considered equal to zero, then the employee performance variable is 2.172. The value of the coefficient $X_1 = 0.194$ explains that if the variable leadership increases by one point, while culture organization is considered fixed, it will cause an increase in employee work by 0.194. And the value of the coefficient $X_2 = 0.292$ explains that if the organizational culture variable increases by one point while leadership is considered fixed, it will cause an increase in employee performance by 0.292. While the significance of the leadership variable is $0.009 < 0.05$, as well as the significance of the organizational culture variable, is $0.008 < 0.05$ and the significance of the F test is $0.000 < 0.05$. From these results, it can be explained that there is an influence of leadership variables and organizational culture on employee performance. Of the two independent variables (leadership and

organizational culture) the dominant leadership influence in influencing employee performance with a value of 0.693. Adjusted Test $R^2 = 0.750 = 75.0\%$ this means that the free variables leadership and organization culture together affect the bound variables' employees' performance by 75.0 % and the rest are influenced by other variables that were not included in the study.

Table 5. Multiple Regression Test Results

Variable	B	Beta	t	Sig.
(Constant)	2,172		2,580	,001
Leadership (X ₁)	,194	,693	2,741	,009
Organizational Culture (X ₂)	,292	,546	3,805	,008
R Square	= 0,750			
Adjusted R ²	= 0,650			
F _{hitung}	= 21,264			
Probabilitas F	= 0,000			

DISCUSSION

Based on the results of research on the influence of leadership and organizational culture on the work of employees of the University of Muhammadiyah Sukabumi, several things can be explained in the discussion as follows:

Leadership on Employee Performance

The results showed that the leadership variable had a positive effect on the performance of employees of the University of Muhammadiyah Sukabumi, as evidenced by the probability value of significance of $0.009 < 0.05$ and the average amount in the distribution table of 74%. The results of this study are in line with those (Junaidi & Susanti, 2017) but not in line with the research (Hendriyaldi, 2019). With there is leadership in an organization that is well-established between superiors and subordinates, makes employees comfortable at work, and makes employee performance can improve. This means that if the leadership at the University of Muhammadiyah Sukabumi increases, resulting in employee performance will also increase. This is shown by the high value of each indicator of fair quality, supporting the achievement of goals, creating a sense of security, and as an inspiration.

The indicator support t its achievement purpose has a high average value of 72%. This shows that the employees of the University of Muhammadiyah Sukabumi feel that the leadership that exists at the University of Muhammadiyah Sukabumi is already good at achieving organizational goals. The indicator of source inspiration has the lowest average value of 69%. This means that every individual in the organization feels the lack of inspiration from the leadership of Muhammadiyah Sukabumi University. The existence of leadership is very important to direct the organization, both in directing every job yang is in the organization. Without the direction of a good leader, employees will be wrong in making every decision that exists so it will have an impact on making less representative decisions. This is because, in addition to being influenced by free

variables, namely leadership, employee performance is also influenced by other variables that were not studied in the research conducted.

Organizational Culture Towards Employee Performance

Organizational Culture can also determine employees behave in the organization because, from the determination of organizational culture, employees will tend to work with the existing culture. The results showed that the organization of employees' work had a positive influence. Judging from the value of each good indicator, namely individual indicators, risk tolerance, supervision, and management support, the Organizational Culture initiative indicator has the highest value of 72% and the lowest indicator of risk tolerance of 68%. The results of this study are supported by research (Hendriyaldi, 2019; Herdiana, 2016) states that organizational culture has a positive effect on employee performance.

Based on the indicators studied, it is shown that the indicator initiative is the indicator with the highest average assessment yield of 72%, meaning that this indicator is the most influential in organizational culture. The good initiative makes employees feel comfortable at work and easy to have discussions and coordinate so that they can improve the performance of employees. While the lowest indicator is that risk tolerance shows an average of 69%, it shows that tolerance to risk is still relatively low. This needs to be considered by the leadership of the University of Muhammadiyah Sukabumi regarding tolerance for risks for employees. The existence of a good organizational culture is very important for the continuity of employees in carrying out their duties and obligations because, without a good culture, employees will feel that there is a lack of good coordination at work.

Leadership and Organizational Culture Towards Employee Performance

The findings demonstrated that corporate culture and leadership combination have a favorable impact on worker performance. The impact of organizational culture and leadership on employee performance is 0.750 or a percentage of 75.0%, while the most dominant variable that influences employee performance is the leadership variable of 0.693 or 69.3%. The results of this study (Hakim & Hadipapo, 2015; Prasada, 2020; Widiyanto et al., 2018) line with the research conducted by it is explained that in addition to leadership and organizational culture, employee performance is also determined by other factors that were not studied in this study. The performance of employees of Muhammadiyah Sukabumi University is quite good, based on the distribution table of employee performance variables with an average of 75%. This means that the performance of employees of the University of Muhammadiyah Sukabumi has a fairly good performance.

CONCLUSION AND RECOMMENDATION

The statistical test analysis results show that leadership and organizational culture together have an impact on the effectiveness of the University of Muhammadiyah Sukabumi. Leadership and organizational culture had a 75.0% impact on employee performance, with other elements that were not examined in this study having a 25% impact. Based on the leading indicators, there is still a low level of inspiration from the leadership of the University of

Muhammadiyah Sukabumi, it is necessary to improve again and pay attention to the problem of sourcing inspiration from the leadership to drive the enthusiasm of the employees.

The results of this research are expected to be a reference and advice for future research so that it can involve many agencies, add respondents and add interview methods to strengthen quantitative data from the distribution of questionnaires it is intended that the following researcher will include and investigate additional factors, such as pay and benefits, that can enhance employee performance.

SUGGESTION

Based on the Leadership indicator, there is still a low source of inspiration from the leadership of the University of Muhammadiyah Sukabumi, it needs to be improved again, and pay attention to the problem of sources of inspiration from the leader in order to move the enthusiasm of employees. Every leader and employee should be able to create a good organizational culture, especially for leaders of the University of Muhammadiyah Sukabumi to pay attention to the low indicators of tolerance for risk karyawan can be increased by notifying the risks of each existing job so as to minimize risk.

Every leader and employee should be able to create a good organizational culture, especially the leadership of the University of Muhammadiyah Sukabumi concerned that the low indicators of tolerance to employee risks can be improved by notifying risks on every *job* that exists to minimize risk.

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