



The Influence of Corporate Culture and Leadership on the Performance of Permanent Employees at the Budi Luhur STIKes, Cimahi City

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ABSTRACT

This research was conducted on permanent employees at the Budi Luhur STIKes, Cimahi City. The purpose of this study was to find out how much the influence of corporate culture and leadership in a company contributes to the performance of permanent employees either partially or simultaneously at STIKes Budi Luhur, Cimahi City. The research method used in this research is descriptive method and associative method. In this study, the unit of analysis is the individual, namely permanent employees at the Budi Luhur STIKes Cimahi City. This study used a saturated sample because all members of the population were selected as samples, namely all permanent employees at the Budi Luhur STIKes Cimahi City as many as 40 respondents. The data collection technique uses a questionnaire. The analytical method uses multiple linear regression analysis, Besides that, the validity and reliability of the research instruments were also tested. Based on the results of the study, it shows that there is an influence both partially and simultaneously on exogenous variables (corporate culture and leadership) on endogenous variables (employee performance). The implication of this research is that the Budi Luhur STIKes can review the guidelines regarding the implementation of tasks and clear directions regarding the implementation of the assigned tasks and increase the sense of employee ownership of the institution to increase employee responsibility for their work

INTRODUCTION

Development is very necessary in people's lives, development is not always synonymous with buildings or other forms of infrastructure but actually development can also be in the form of efforts to develop human resources (HR). The purpose of this human resource development is to improve the quality of each individual through increased education and training that involves the wider community. The field of human resources is the most important field in efforts to realize development in Indonesia.

Education is a field that must be prioritized by every country, because it concerns the future of the nation, the progress of a country is determined by the quality of human resources (Country, 1945). The quality of Indonesian human resources as measured by the HDI (Human Development Index) or Human Development Index (HDI) from the United Nations report in 2022 with an HDI value of 0.705 places Indonesia in a high ranking but does not reflect much of Indonesia's progress. Indonesia itself is ranked below 100, far behind compared to other Asean countries, including Vietnam with 0.703 which just entered Asean, Singapore 0.939 and Thailand 0.800. (Suyono, 2022)

Actions that have been taken by the government in advancing the development of education in Indonesia by providing policy directions, targets to be achieved through human resources and programs in national development in the field of education regulated in Law no. 20 of 2003 concerning the National Education System.

To be able to realize good education management, it is deemed necessary to improve the performance of human resources considering that the performance of human resources has a strategic role as a driver of the quality of education management. One of the things that affect how well employees perform is the company culture.

STIKes Budi Luhur City of Cimahi is one of the tertiary institutions which started with the establishment of the Health Nursing School (SPK) in 1981 which was later converted and experienced an increase in educational attainment to become the Nursing Academy (AKPER) in the 1999/2000 academic year. Along with all the existing developments, it converted back into the Budi Luhur High School of Health Sciences in 2006. (Cimahi, 2019)

Based on the description above regarding the influence of corporate culture and leadership on employee performance. So to find out the problems that occur the researchers conducted a pre-survey at the Budi Luhur STIKes, Cimahi City in December 2022. The results of the pre-survey can be concluded that permanent employees at the Budi Luhur STIKes, Cimahi City do not dare to take risks, the leadership does not provide clear and detailed directions so that frequent miscommunication, as well as lack of supporting facilities to support optimal work results. Because of that, it is necessary to create a corporate cultural environment that can encourage employee performance improvement.

Corporate culture has a close and mutually influencing relationship between the company's work environment, if the relationship between leaders, employees, partners and co-workers is good and company policies are neutral and fair then employees will provide optimal performance (Revelation, 2018)

In every institution there are various various HR competencies which are mutually interdependent and connected which are arranged in an organizational structure to achieve the goals of the institution itself. In this regard, human resources with various positions held are an important factor in the institution, every individual wishes to provide the best work for the institution, where this can often be a serious threat because it causes work fatigue which results in tension in the workplace. So this is where the role and duties of the leader, all attitudes, decisions, and actions of the leadership can affect the stability of employee performance.

The link between individual and corporate goals without leadership or direction is likely to be tenuous. Therefore, leadership is needed to achieve common goals. To find out the existing problems, researchers conducted a pre-survey at the Budi Luhur STIKes, Cimahi City in December 2022. The results of the pre-survey can be concluded that the leadership at the Budi Luhur STIKes, Cimahi City does not provide clear directions regarding the tasks assigned and lacks confidence in completing task.

Corporate culture and the leadership of a leader in a company are very influential on employee performance which has an impact on the quality of services provided. Good employee performance can be obtained from a conducive corporate culture and proper leadership. The results of the pre-survey can then be seen that employees are not careful about work, do not complete work targets, and lack responsibility for work so that performance becomes less than optimal.

Employee performance appraisal is very necessary in a company, because it can be used as a benchmark for the company's success in achieving the goals that have been set. Employee performance appraisal can be done in several aspects, one of which is the results of employee performance appraisal.

Referring to the aforementioned realities, the researcher is interested in conducting research related to the influence of corporate culture and leadership on the performance of permanent employees at the Budi Luhur STIKes Cimahi City.

THEORETICAL REVIEW

The Influence of Corporate Culture on Performance

Organizational culture will appear to have a more significant influence on job satisfaction or the performance of employees if the characteristics and values of the organizational culture are internalized. (Budiyanto & Mochklas, 2020, p. 53)

The results of this study are in line with previous research conducted by Gultom, DK, entitled "The Influence of Corporate Organizational Culture and Motivation on Employee Performance at PT. State Gas Company (Persero) Tbk Medan" concluded that there is a significant influence between Organizational Culture (X1) on Employee Performance (Y). (Gultom, 2014, p. 182)

Based on the results of the research that has been done, it can be concluded that corporate culture has a significant effect on the performance of permanent employees at the Budi Luhur STIKes Cimahi City. This means that if the corporate culture is good, employee performance will increase.

H1: There is an influence of corporate culture on the performance of permanent employees at the Budi Luhur STIKes Cimahi City

The Effect of Leadership on Performance

Leadership is one of the factors that determine the achievement of company performance because an ideal leader must be able to analyze what the company's weaknesses and strengths are so that it can solve existing problems and can improve employee performance and company performance.(Ghofur, 2020, p.3)

The results of this study are in line with previous research conducted by Noorcikal Metasari and Yudiyanto Joko Purnomo, entitled "The Influence of Leadership and Discipline on Employee Performance at PT. Pancaraya Krisna Mandiri Bandung Branch "concludes that there is a partial (individual) significant effect on the performance of employees of PT. Pancaraya Krisnamandiri Bandung.(Metasari & Purnomo, 2021)

Based on the results of the research that has been done, it can be concluded that leadership has a significant effect on the performance of permanent employees at the Budi Luhur STIKes Cimahi City. This means that if good leadership then employee performance will increase.

H2: There is an influence of leadership on employee performance

The Influence of Corporate Culture and Leadership on Performance

Corporate culture is a set of value systems consisting of several principles, namely the principles of purpose, consensus, excellence, performance, empiricism, unity, familiarity, and integrity which guide employees in solving problems within the company.(Tuala, 2020, p. 4). Leadership plays an important role in efforts to improve management performance and customer satisfaction.(Tuala, 2020, p. 56)

The results of this study are in line with previous research conducted by Djoko Setyo Widodo entitled "The Influence of Organizational Culture, Leadership, and Compensation through Work Motivation on Employee Performance" which concluded that there is a simultaneous or partial influence of Organizational Culture, Leadership, and Compensation on Performance government officials in Depok.(Widodo, 2017, p. 903).

Based on the results of the research above, it can be concluded that Corporate Culture and Leadership simultaneously have a significant effect on employee performance at the Budi Luhur STIKes Cimahi City. This shows that corporate culture and leadership can affect employee performance improvement.

H 3: There is an influence of corporate culture and leadership on the performance of permanent employees at the Budi Luhur STIKes Cimahi City

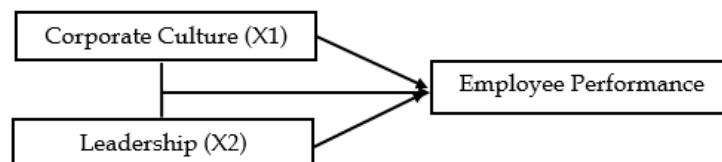


Figure 1. Research Paradigm

METHODOLOGY

Research Design

In this study using quantitative research methods with descriptive and associative approaches. The research method used in this research is descriptive and associative method. The purpose of using the descriptive method in this study is to see the description, conditions, fluctuations regarding the related variables, namely corporate culture, leadership, and employee performance. While the use of the associative method aims to see the relationship between variables, namely corporate culture, leadership, and employee performance.

Population and Sampling Techniques

Population

The population of this study were 40 permanent employees of STIKes Budi Luhur City of Cimahi.

Sample

In this study, researchers used the Saturated Sampling technique, namely the technique of taking sample members from all members of the population used as samples. Saturated sampling is used when the population size is relatively small (Hardani et al., 2020). Arikunto argues that if the population is less than 100 then the sample is taken from the entire existing population so it is called population research. (Arikunto, 2013, p. 174).

Operational Research Variables

For more information, see the following table for working with variables :

Table 1. Operational Variables

Variable	Definition	Dimensions	Indicator	Scale	No. grain
Corporate Culture (X1)	According to Krisnandi, H., Efendi, S., and Sugiono E., corporate culture is an understanding within a company that decides how employees in the company react to the surrounding environment. (Krisnandi et al., 2019)	Innovate and take risks	Employees have initiative in carrying out work assignments	Ordinal 1	1
			Employees dare to take risks in carrying out their duties and responsibilities	Ordinal 1	2
		Attention to detail	Employees do their job precisely and carefully	Ordinal 1	3
			Leaders provide clear and detailed	Ordinal 1	4

Variable	Definition	Dimensions	Indicator	Scale	No. grain
			direction and communication related to work		
		Results Orientation	Employees work with an emphasis on optimal results	Ordinal	5
			The company provides facilities to support work optimally	Ordinal	6
		Human Orientation	Employees provide benefits to the company	Ordinal	7
			Employees work according to established procedures	Ordinal	8
		Team Orientation	Teamwork is going well	Ordinal	9
			Mutual trust between employees	Ordinal	10
		Aggressiveness	Employees come on time	Ordinal	11
			There are guidelines for the implementation of tasks	Ordinal	12
		Stability	Employees are valued	Ordinal	13
			Employees prioritize the company's vision and mission over personal interests	Ordinal	14

Variable	Definition	Dimensions	Indicator	Scale	No. grain
Leadership (X2)	Leadership is a way of leadership in directing his subordinates to work seriously to achieve goals.(Shaleh, 2018, p. 70)	Directive	Employees get clear directions from the leadership	Ordina 1	1
			Leaders provide specific instructions on complex tasks	Ordina 1	2
		supportive	Leaders provide motivation	Ordina 1	3
			Leaders pay attention to employees	Ordina 1	4
		participatory	Leaders inspire employees at work	Ordina 1	5
			Leaders accept suggestions from employees	Ordina 1	6
		Performance	Employees know the goals of the organization	Ordina 1	7
			Leaders give confidence to employees	Ordina 1	8
Employee Performance (Y)	Performance is the result of work performed by employees both in quality and quantity in accordance	Work quality	Employees are conscientious in carrying out work	Ordina 1	1
			Employees are able to complete work quickly	Ordina 1	2

Variable	Definition	Dimensions	Indicator	Scale	No. grain
	with the responsibilities given. (Mangkunegara, 2017, p. 9)	Working Quantity	Employees can complete the work in accordance with the targets set	Ordinal	3
			The level of volume of work as expected	Ordinal	4
		Implementation of Tasks	Employees have knowledge related to assigned jobs	Ordinal	5
			Employees are able to work according to the established program	Ordinal	6
		Responsibility	Employees have a high responsibility	Ordinal	7
			Employees have awareness in doing the task	Ordinal	8

Source: Created by Researchers, 2023

RESULTS

Research Result

Corporate Culture Descriptive Discussion

Based on the results of research that has been conducted on 40 respondents through distributing questionnaires, frequency distribution and weighting of each indicator on the corporate culture variable, it is known as follows:

Table 2. Research Category

Total Score Value	Category
40-71	Very Not Good
72-103	Not good
104 - 135	Enough
136 - 167	Good
168 - 199	Very good

Source: Data Processed by Researchers, 2023

Table 3. Corporate Culture Variable Weight Recapitulation

Statement	Alternative Answers, Frequency and Actual Weight										Actual Weight	Category
	SS (5)		S(4)		RR (3)		TS (2)		STS (1)			
	F	B	F	B	F	B	F	B	F	B		
The Dimensions of Innovation and Taking Risks												
I have initiative in carrying out work assignments	24	120	11	44	2	6	3	6	0	0	176	Very good
I am ready to take risks in doing work that is my responsibility	19	95	16	64	4	12	1	2	0	0	173	Very good
Attention to Detail Dimensions												
I do my job precisely and carefully	13	70	22	92	4	12	1	2	0	0	167	Good
The leader gives detailed directions regarding the work that I have to do	18	90	15	60	5	15	2	4	0	0	169	Very good
Results Oriented Dimensions												

Statement	Alternative Answers, Frequency and Actual Weight										Actual Weight	Category
	SS (5)		S(4)		RR (3)		TS (2)		STS (1)			
	F	B	F	B	F	B	F	B	F	B		
I work with an emphasis on optimal results	24	120	14	56	1	3	1	2	0	0	181	Very good
The institution provides facilities to support the optimal completion of work	11	55	22	88	4	12	3	6	0	0	161	Good
Dimensions of Human Orientation												
I feel happy with the current job	18	90	17	68	4	12	1	2	0	0	172	Very good
I work according to the procedures established by the institution	20	100	17	68	2	6	1	2	0	0	176	Very good
The Team Orientation Dimension												
I prefer to complete work with teamwork	16	80	19	76	4	12	1	2	0	0	170	Very good
Employees trust each other co-workers	14	70	21	84	4	12	1	2	0	0	168	Very good
Aggressiveness Dimension												
I am always time discipline in carrying out work	10	50	21	84	8	24	1	2	0	0	160	Good
The agency has a clear agreement on the guidelines for the actual implementation of the task	5	25	24	96	9	27	2	4	0	0	152	Good
Stability Dimension												

Statement	Alternative Answers, Frequency and Actual Weight										Actual Weight	Category
	SS (5)		S(4)		RR (3)		TS (2)		STS (1)			
	F	B	F	B	F	B	F	B	F	B		
I feel valued by the institution	8	40	25	100	6	18	1	2	0	0	160	Good
I am able to prioritize the vision and mission of the institution	9	45	26	104	4	12	1	2	0	0	163	Good
Average Corporate Culture Variables											167	Good

Information :

SS = Strongly Agree, S = Agree, RR = Doubtful, TS = Disagree, STS = Strongly Disagree, F = Frequency, and B = Weight

Source: Data Processed by Researchers, 2023

Based on the table above, it can be concluded that the corporate culture variable consists of 14 statements with an average actual weight value of 167, this value is included in the good category because it is in the interval 136 - 167. The results above show the lowest actual weight value in the statement "The institution has a clear agreement regarding the guidelines for carrying out the actual tasks" with an actual weight value of 152. There is a statement with the highest actual weight value, namely the statement "I work with an emphasis on optimal results" with an actual weight value of 181.

Leadership Descriptive Discussion

Table 4. Leadership Variable Weight Recapitulation

Statement	Alternative Answers, Frequency and Actual Weight										Actual Weight	Category
	SS (5)		S(4)		RR (3)		TS (2)		STS (1)			
	F	B	F	B	F	B	F	B	F	B		
Directive Dimension												
Leaders provide clear direction regarding the tasks assigned	10	50	24	96	3	9	2	4	1	1	160	Good
Leaders provide specific instructions	10	50	21	84	5	15	3	6	1	1	156	Good

Statement	Alternative Answers, Frequency and Actual Weight										Actual Weight	Category	
	SS (5)		S(4)		RR (3)		TS (2)		STS (1)				
	F	B	F	B	F	B	F	B	F	B			
on complex tasks													
Supportive Dimension													
Leaders provide motivation to employees	14	70	20	80	3	9	3	6	0	0	165	Good	
Leaders pay attention to employees	12	60	20	80	6	18	2	4	0	0	162	Good	
Participative Dimension													
I am inspired by the leadership to improve the quality of work	9	45	22	88	6	18	2	4	1	1	156	Good	
Leaders consider suggestions from employees	12	60	18	72	8	24	1	2	1	1	159	Good	
Achievement Dimension													
I know the purpose of the institution	11	55	22	80	5	15	1	2	1	1	161	Good	
Leaders give employees confidence in completing tasks according to the instructions given	10	50	25	100	4	12	1	2	0	0	164	Good	
Average Corporate Culture Variables											160	Good	

Information :

SS = Strongly Agree, S = Agree, RR = Doubtful, TS = Disagree, STS = Strongly Disagree, F = Frequency, and B = Weight.

Source: Data Processed by Researchers, 2023

Based on the table above, it can be concluded that the leadership variable consists of 8 statements with an average actual weight value of 160, this value is included in the good category because it is in the interval 136 - 167. The above results show 2 (two) lowest actual weight values in the statements "Leaders provide clear directions regarding the tasks assigned" and "I am inspired by the leadership to improve work quality" with an actual weight value of 156. There is the highest actual weight value, namely in the statement "Leaders provide motivation to employees" with an actual weight value of 165.

Descriptive Discussion of Employee Performance Variables

Table 5. Performance Variable Recapitulation

Statement	Alternative Answers, Frequency and Actual Weight										Actual Weight	Category
	SS (5)		S(4)		RR (3)		TS (2)		STS (1)			
	F	B	F	B	F	B	F	B	F	B		
Dimensions of Quality of Work												
I am thorough in carrying out tasks	8	40	27	108	5	15	0	0	0	0	163	Good
I do my job deftly	10	50	26	104	4	12	0	0	0	0	166	Good
Dimensions of Work Quantity												
I complete the work according to the target set by the institution	14	70	19	76	6	18	1	2	0	0	166	Good
The results of the work I do are in accordance with the expectations of the institution	11	55	23	92	5	15	1	2	0	0	164	Good
Dimensions of Task Implementation												
I have knowledge of the work being done	12	60	23	92	5	15	0	0	0	0	167	Good
I am able to work according to a predetermined program	11	55	22	88	7	21	0	0	0	0	164	Good
Responsibility Dimension												
I have a high responsibility towards work	14	70	16	64	7	21	3	6	0	0	161	Good
I have the awareness to do the task	15	75	18	72	5	15	2	4	0	0	166	Good

Statement	Alternative Answers, Frequency and Actual Weight										Actual Weight	Category
	SS (5)		S(4)		RR (3)		TS (2)		STS (1)			
	F	B	F	B	F	B	F	B	F	B		
Average Corporate Culture Variables											164.6	Good

SS = Strongly Agree, S = Agree, RR = Doubtful, TS = Disagree, STS = Strongly Disagree, F = Frequency, and B = Weight

Source: Data Processed by Researchers, 2023

Based on the table above, it can be concluded that the employee performance variable consists of 8 statements with an average actual weight value of 164.6, this value is included in the good category because it is in the interval 136 – 167. The above results show the lowest actual weight value at the statement "I have a high responsibility towards work" with an actual weight value of 161. There is a statement with the highest actual weight value, namely the statement "I have knowledge about the work being done" with an actual weight value of 167.

The Influence of Corporate Culture on the Performance of Permanent Employees at STIKes Budi Luhur City of Cimahi

We tested this study using multiple linear regression analysis. In this study, we have two independent variables, work discipline and supervision, and a dependent variable, performance. The importance of the effect of work discipline and supervision on performance can be seen in the following regression output.

Table 6. Multiple Linear Regression Analysis Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
		B	std. Error	Betas		
1	(Constant)	11.226	3,226		3,480	,001
	Corporate Culture (X1)	,218	,065	,406	3,332	,002
	Leadership (X2)	,312	,078	,486	3,982	,000

a. Dependent Variable: Employee Performance (Y)

Source: Data Processed by SPSS, 2023

Based on the results of the analysis from the table above, it can be explained, the coefficients of the regression equation are as follows:

$$\begin{aligned} \beta &= 11.226 \\ X1 &= 0.218 \\ X2 &= 0.312 \end{aligned}$$

So that the multiple linear regression equation in this study is:

$$Y = 11.226 + 0.218X1 + 0.312X2$$

From these equations, it can be explained as follows:

1. The constant value $\beta_0 = 11.226$ means that it shows the magnitude of the employee performance variable that is not influenced by company culture or can be interpreted when the company's cultural value is equal to zero (0) or does not change, then the employee performance value is 11.226.
2. The regression coefficient for the corporate culture variable (X1) is 0.218, meaning that corporate culture has a positive relationship in the same direction as employee performance.

The influence of corporate culture on employee performance is obtained by the significance probability of corporate culture (X1) at the 0.002 level. According to the criteria, if the significance value is <0.05 , then H0 is rejected and H1 is accepted, which means that company culture partially has a significant effect on the performance of permanent employees at STIKes Budi Luhur, Cimahi City. This means that if the corporate culture is good, employee performance will increase.

To see the influence of the Corporate Culture variable on Employee Performance, calculations are performed using the formula Beta x Zero Order x 100%. Beta is the standardized regression coefficient, while zero order is the partial correlation of each independent variable to the dependent variable. By using SPSS, the Beta and zero order values are obtained as follows:

Table 7. Partial Determination Coefficient (r2)

Model		Standardized Coefficients	correlations		
		Betas	Zero-order	partial	Part
1	(Constant)				
	Corporate Culture	,406	,677	,480	,337
	Leadership	,486	,712	,548	,403

a. Dependent Variable: Employee Performance

Source: Data Processed by SPSS, 2023

Based on the table above, it can be calculated to obtain a partial effect of each variable Corporate Culture (X1): $0.406 \times 0.677 \times 100\% = 27.5\%$. Based on these calculations, it is known that the influence of the Corporate Culture variable (X1) is 27.5%.

The Influence of Leadership on Employee Performance at the Budi Luhur STIKes, Cimahi City

To see the significance of the influence of leadership on employee performance can be seen in the regression output below:

Table 8. Multiple Linear Regression Analysis
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
		B	std. Error	Betas		
1	(Constant)	11.226	3,226		3,480	,001
	Corporate Culture (X1)	,218	,065	,406	3,332	,002
	Leadership (X2)	,312	,078	,486	3,982	,000

a. Dependent Variable: Employee Performance (Y)

Source: Data Processed by SPSS, 2023

Based on the results of the analysis from the table above, it can be explained, the coefficients of the regression equation are as follows:

$$\beta = 11.226$$

$$X1 = 0.218$$

$$X2 = 0.312$$

So that the multiple linear regression equation in this study is:

$$Y = 11.226 + 0.218X1 + 0.312X2$$

From these equations, it can be explained as follows:

1. The constant value $\beta_0 = 11.226$ means that it shows the magnitude of the employee performance variable that is not influenced by leadership or can be interpreted when the leadership value is equal to zero (0) or does not change, the employee performance value is 11.226.
2. The regression coefficient for the leadership variable (X2) is 0.312, meaning that leadership has a positive or direct relationship with employee performance.

The influence of leadership on employee performance is obtained by the significance probability of corporate culture (X1) at the 0.000 level. In accordance with the criteria if the significance value is <0.05 , then H_0 is rejected and H_1 is accepted, which means that leadership partially has a significant effect on the performance of permanent employees at the Budi Luhur STIKes Cimahi City. This means that if good leadership then employee performance will increase.

To see the influence of the Leadership variable on Employee Performance, a calculation is performed using the formula Beta x Zero Order x 100%. Beta is the standardized regression coefficient, while zero order is the partial correlation of each independent variable to the dependent variable. By using SPSS, the Beta and zero order values are obtained as follows:

Table 9. Partial Determination Coefficient (r^2)

Model		Standardized Coefficients	correlations		
		Betas	Zero-order	partial	Part
1	(Constant)				
	Corporate Culture	,406	,677	,480	,337
	Leadership	,486	,712	,548	,403

a. Dependent Variable: Employee Performance

Source: Data Processed by SPSS, 2023

Based on the table above, it can be calculated to obtain a partial effect of each Leadership variable (X2): $0.486 \times 0.712 \times 100 = 34.6\%$. Based on these calculations, it is known that the influence of the Leadership variable (X2) contributes an influence of 34.6%.

The Influence of Corporate Culture and Leadership on Employee Performance at the Budi Luhur STIKes, Cimahi City

After several classical-linear assumptions have been examined and fulfilled, the effect of work discipline and work discipline is tested by monitoring the performance of employees at the Office of Communication, Informatics and Statistics of West Bandung Regency simultaneously.

The coefficient of determination serves to show how the variation in the value of the related variable is affected by the variation in the value of the independent variable. In other words, the coefficient of determination is used to measure how far the independent variable explains the dependent variable. The results of the coefficient of determination in this study are as follows:

Table 1. Simultaneous Determination Coefficient (R2)

Summary models				
Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	,788a	,621	,601	2.44097

a. Predictors: (Constant), Leadership (X2), Corporate Culture (X1)

Based on table 4.56 above, information is obtained that the R-square is 0.621 or 62.1%. This value indicates that corporate culture and leadership simultaneously contribute or influence employee performance by 62.1%, while the remaining $100\% - 62.1\% = 37.9\%$ is the influence of other variables not examined.

DISCUSSION

The Influence of Corporate Culture on the Performance of Permanent Employees at STIKes Budi Luhur City of Cimahi

The probability of significance of corporate culture (X1) is at the level of 0.002. According to the criteria, if the significance value is <0.05 , then H0 is rejected and H1 is accepted, which means that company culture partially has a significant effect on the performance of permanent employees at STIKes Budi Luhur, Cimahi City. This means that if the corporate culture is good, employee performance will increase. Corporate culture variables contribute or influence employee performance by 27.5%.

Organizational culture will appear to have a more significant influence on job satisfaction or the performance of employees if the characteristics and values of the organizational culture are internalized. (Budiyanto & Mochklas, 2020, p. 53)

The results of this study are in line with previous research conducted by Gultom, DK, entitled "The Influence of Corporate Organizational Culture and Motivation on Employee Performance at PT. State Gas Company (Persero) Tbk

Medan" concluded that there is a significant influence between Organizational Culture (X1) on Employee Performance (Y).(Gultom, 2014, p. 182)

Based on the results of the research that has been done, it can be concluded that corporate culture has a significant effect on the performance of permanent employees at the Budi Luhur STIKes Cimahi City. This means that if the corporate culture is good, employee performance will increase.

The Influence of Leadership on the Performance of Permanent Employees at the Budi Luhur STIKes Cimahi City

The probability of significance of corporate culture (X1) is at the 0.000 level. In accordance with the criteria if the significance value is <0.05 , then H_0 is rejected and H_1 is accepted, which means that leadership partially has a significant effect on the performance of permanent employees at the Budi Luhur STIKes Cimahi City. This means that if good leadership then employee performance will increase. The leadership variable contributes or influences employee performance by 34.6%.

Leadership is one of the factors that determine the achievement of company performance because an ideal leader must be able to analyze what the company's weaknesses and strengths are so that it can solve existing problems and can improve employee performance and company performance.(Ghofur, 2020, p.3)

The results of this study are in line with previous research conducted by Noorcikal Metasari and Yudiyanto Joko Purnomo, entitled "The Influence of Leadership and Discipline on Employee Performance at PT. Pancaraya Krisna Mandiri Bandung Branch "concludes that there is a partial (individual) significant effect on the performance of employees of PT. Pancaraya Krisnamandiri Bandung.(Metasari & Purnomo, 2021)

Based on the results of the research that has been done, it can be concluded that leadership has a significant effect on the performance of permanent employees at the Budi Luhur STIKes Cimahi City. This means that if good leadership then employee performance will increase.

The Influence of Corporate Culture and Leadership on the Performance of Permanent Employees at the Budi Luhur STIKes, Cimahi City

Corporate culture and leadership variables simultaneously contribute or influence employee performance by 0.621 or 62.1%.

Corporate culture is a set of value systems consisting of several principles, namely the principles of purpose, consensus, excellence, performance, empiricism, unity, familiarity, and integrity which guide employees in solving problems within the company.(Tuala, 2020, p. 4). Leadership plays an important role in efforts to improve management performance and customer satisfaction.(Tuala, 2020, p. 56)

The results of this study are in line with previous research conducted by Djoko Setyo Widodo entitled "The Influence of Organizational Culture, Leadership, and Compensation through Work Motivation on Employee Performance" which concluded that there is a simultaneous or partial influence of Organizational Culture, Leadership, and Compensation on Performance government officials in Depok.(Widodo, 2017, p. 903).

Based on the results of the research above, it can be concluded that Corporate Culture and Leadership simultaneously have a significant effect on employee performance at the Budi Luhur STIKes Cimahi City. This shows that corporate culture and leadership can affect employee performance improvement.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Based on the data obtained and the results of data processing in this study, the following conclusions can be drawn:

1. Corporate Culture is in the good category, but there are still weak aspects related to clear institutional agreements regarding guidelines for carrying out tasks that are actually not optimal.
2. Leadership is in the good category, but there are still weak aspects related to leaders being able to inspire employees to improve work quality that is not optimal and clarity of direction regarding the tasks given by leaders is also not optimal.
3. Employee performance is in the good category, but there are still weak aspects related to employee responsibilities for work that are not optimal.
4. Corporate culture has a significant effect on the performance of permanent employees at the Budi Luhur STIKes Cimahi City.
5. Leadership has a significant effect on the performance of permanent employees at the Budi Luhur STIKes Cimahi City.
6. Corporate Culture and Leadership simultaneously have a significant effect on employee performance at the Budi Luhur STIKes Cimahi City.

Recommendations

Based on the conclusions above, there are several suggestions that can be given related to the results or analysis and discussion in this study, as follows:

1. STIKes Budi Luhur, Cimahi City, should make clear guidelines for carrying out tasks to anticipate various situations that may occur within the institution. Guidelines for carrying out tasks become a reference for working in accordance with employee performance appraisal tools.
2. The leadership of the Budi Luhur STIKes Cimahi City must be able to provide clear directions regarding the tasks assigned and be able to provide inspiration to raise the enthusiasm of employees so that employees accept and understand the goals of the institution with enthusiasm and work effectively to achieve the goals of the institution. If the leader wants every employee to be able to make a positive contribution to the achievement of institutional goals, then the leader must be an example or inspire employees to improve their performance.
3. It is hoped that STIKes Budi Luhur, Cimahi City, will need to increase employees' sense of ownership of the institution so that employee loyalty will be created and will increase employee responsibility for their work.
4. STIKes Budi Luhur Cimahi City is expected to be able to create a positive corporate culture to create comfort for every employee so that it can encourage the productivity of employee performance within the company.

5. STIKes Budi Luhur Cimahi City should pay attention to leadership in the company because good leadership can encourage and influence employee morale to improve employee performance.
6. STIKes Budi Luhur Cimahi City should pay attention to corporate culture and leadership because it can affect employee performance improvement.

FURTHER STUDY

This study still has many shortcomings such as sample size and other variables that may need to be added, so further research is still needed on the topic of the influence of corporate culture and leadership on employee performance.

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