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## THE INFLUENCE OF LEADERSHIP STYLE, ORGANIZATIONAL CULTURE AND ORGANIZATIONAL COMMITMENT IN IMPROVING EMPLOYEE PERFORMANCE

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### Abstract

The purpose of this study is to look into the impact of leadership style, organizational culture, and organizational commitment on Cimerak District employees' performance. A questionnaire was utilized as a data gathering device in the quantitative research approach. Employees from the Cimerak District were chosen at random for the research sample. The data collected will be evaluated using descriptive statistics and multiple regression analysis. The findings revealed that leadership style and organizational culture had a limited impact on employee performance in Cimerak District, but organizational commitment had no influence. According to the research, leadership style, organizational culture, and organizational commitment all have an impact on the performance of Cimerak sub-district personnel. The three independent factors have a 38.8% influence. The study's findings are designed to provide management with appropriate recommendations for enhancing employee performance and identifying factors that require attention in efforts to establish a more effective company.

**Keywords:** Leadership Style, Organizational Culture, Organizational Commitment, Employee Performance.

### A. INTRODUCTION

The organization is an intentionally coordinated social unit with reactive boundaries that can be identified, always working to attain goals. Humans who are members of an organization originate and determine all activities conducted in each activity (Pariaribo, 2014). An organization can work efficiently if management functions such as planning, organizing, motivating, disciplining, and overseeing are carried out properly and the necessary supporting elements are present. (Rivai, 2021). Human resources (employees) are one of the most crucial aspects that can help the government run smoothly.

Employees, or human resources (HR), are key assets for businesses, according to modern management. HR is a critical asset in practically all sorts of businesses, serving as the key pillars and

driving wheels in the organization's attempt to accomplish its vision and goal. As a result, management will attempt to manage human resources in a professional manner in order to achieve a balance between employee requirements and the desires and capabilities of the company's organization (Yulianah, 2021). Employees that perform well will help the company's overall performance. The company's performance is essentially defined by the accomplishments of its members, ranging from the executive level to operational staff. (Putra, 2015).

According to Hamid and Kurniawaty (2020), performance is the end outcome of an individual's efforts put forth in completing tasks allotted to him, which take into account his knowledge, experience, talent, and available time. Employees' performance accomplishments might demonstrate the extent to which they have helped the organization meet its objectives. It is important to have work standards in place so that progress may be measured against goals (Yulianah, 2022). The efficiency of the government's machinery is indicative of its overall effectiveness. Work performance is a quantifiable output that can be evaluated objectively. Both the company and its personnel must play a part for success to be achieved.

Leadership is crucial in enhancing the efficiency of a business. An organization's morale, productivity, and effectiveness are all significantly influenced by leadership style. Leader efficacy is contingent on subordinate traits and the quality of two-way communication between superiors and those they supervise (Kusumawati, 2008). Leaders are considered ineffective if they are unable to inspire action among their teams and ensure their needs are met in a given workplace. Leadership and performance have been linked, according to research by Siagian (2003). The quality of the leadership inside an organization has a significant impact on its overall success and the success of its subgroups.

Organizational culture is another strategy for raising productivity, and it consists of the shared beliefs and values that permeate a company and shape the way its employees act. Soedjono (2005) argues that if an organization's culture can effectively support its strategy and provide swift and appropriate responses to and resolutions of difficulties, it can serve as the company's primary competitive advantage tool. According to the literature (Hormati, 2016), an organization's culture can be characterized as "a cognitive framework containing attitudes, values, norms, and expectations shared by members of the organization."

In order for the group to succeed, everyone involved must be dedicated to the cause. A person's level of commitment to his or her organization is a reflection of how well they understand and feel connected to it. According to research by Luthans (2006), organizational commitment is an ongoing process in which members of an organization communicate their care for the organization, its success, and its long-term development. Individuals who are dedicated to their work are more likely to put in extra effort, therefore an organization's ability to inspire that kind of dedication is crucial to its success (Hasanudin & Budiharjo, 2021).

Employee performance in the Cimerak District may suffer if the district's leadership, culture, and dedication are not effectively managed, all of which are variables in the district's efforts to improve organizational performance. Given the foregoing, the study's focus will be on investigating the role that leadership style, culture, and commitment play in boosting productivity in Cimerak District's workforce. The study's findings will hopefully shed light on how factors like leadership style, company culture, and staff devotion affect productivity in Cimerak District. It is hoped that the study's results

will help management make informed decisions about how to enhance employee performance and create a more efficient business.

## **B. LITERATURE REVIEWS**

### **1. Leadership Style**

A leader's leadership style is one of the essential positions in which he must be able to influence, direct, and demonstrate his ability so that all company goals can be met in accordance with what has been established. According to Toha (2004), a Leadership Style is a norm of behavior that an individual employs when attempting to influence the behavior of others. According to Asnawi (1999), a leadership style is the ability to inspire others to be willing and take full responsibility for achieving or exceeding organizational objectives.

From the preceding definition, it can be concluded that leadership is the effort of a person who has been entrusted with the responsibility of being a leader to organize, unite, and mobilize his subordinates to achieve the set objectives. Leadership derives from the demeanor of the leader in order to influence others. A leader hopes that by influencing his subordinates, they will be able to move in a certain bond of directed, conscious, and cooperating activities while taking complete responsibility for their work..

### **2. Organizational culture**

Organizational culture consists of the values that develop within an organization and are used to guide the behavior of its members. Organizational culture, according to Robbins (2001), is a system of shared understanding held by members of an organization that distinguishes it from other organizations. In the meantime, Mangkunegara (2005) defined organizational culture as a set of assumptions or a system of beliefs, values, and norms developed within the organization and used to guide the behavior of its members in order to overcome problems of external adaptation and internal integration.

Employees' commitment to the organization will be bolstered by the congruence of their aims with those of the organization as a result of culture. Companies with robust cultures are typically prosperous. A robust organizational culture can increase competence, consistency, and commitment, thereby motivating all organization members to continually adjust to the demands of a dynamic environment.

### **3. Organizational Commitment**

Every employee is required to possess a commitment to the organization. Commitment is a binding that encourages individuals to give their best effort toward their responsibilities. According to Yusuf and Syarif (2018), organizational commitment is the propensity to be bound to consistent activity lines because of the perceived costs of engaging in other activities (stopping work).

According to Robbins and Judge (2013), organizational commitment is the degree to which an employee identifies with a specific organization and its objectives and wishes to remain a member of that organization. Emotional attachment to the organization and belief in its values are regarded as the highest employee commitment standard. According to two experts in organizational behavior, namely Hellriegel and Slocum (2011), organizational commitment is the extent of employee involvement and

identification with the organization. Organizational commitment influences a person's decision to remain with a single employer.

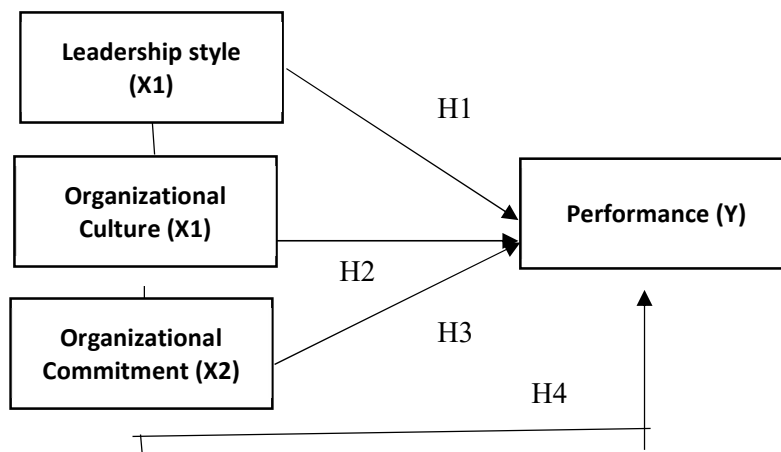
#### 4. Employee Performance

According to Cascio (2006), performance is defined as the degree to which an employee successfully completes their duties. Employee performance is measured by how well they do the tasks that have been given to them. The result that employees achieve while they are working is referred to as their work performance. According to Mangkunegara (2005), performance is the result of work in quality and quantity obtained by an employee in carrying out his duties in line with the obligations provided to him. In other words, performance is the result of the employee's output.

Performance or outcome that is determined by what has been generated by individual workers. "performance" or "result" Performance is influenced by the performance of the organization itself, which includes organizational development, pay plans, communication systems, managerial style, organizational structure, policies and procedures (policies and procedures), and organizational performance. (Performance is influenced by organizational performance).

#### 5. Frameworks

Based on the theoretical basis and previous research, a conceptual framework in this study can be compiled as follows:



hypothesis

H1: Leadership style has an impact on employee performance

H2: Organizational culture influences employee performance

H3: Organizational Commitment affects employee performance

H4: Leadership style, organizational culture and organizational commitment affect employee performance.

#### C. METHODS

The methodology utilized in this study is quantitative. Researchers employed an associative strategy in this study, which is a research style that looks at the association between two or more variables (Sugiyono, 2018). This study is searching for the impact of leadership style, organizational culture, and organizational commitment on employee performance. In this study, the population

consisted of 45 employees from the Cimerak sub-district in Pangandaran Regency. The sampling technique utilized in this study was saturation sampling, which resulted in a sample size of 45 persons. The research data was gathered by delivering questionnaires to respondents online via a Google form. After the questionnaires are collected, they will be scored on a Likert scale with five possible outcomes: strongly agree, agree, undecided, disagree, and strongly disagree. The data will then be examined using SPSS 26.0, including the Validity Test, Reliability Test, Coefficient of determination analysis, and Hypothesis Testing.

## **D. RESULTS AND DISCUSSION**

### **1. Validity test**

Validity test is used to test the extent to which the accuracy or proficiency of a question instrument as a research variable measuring tool. In this study the researchers used the r-table value with the number of samples ( $n = 45$ ) with a significant level ( $\alpha = 0.05$ ) to get an r-table of 0.288. The criteria where if  $r\text{-count} > r\text{-table}$  can be said to be valid. From the measurement results obtained for the four variables, the r count is greater than 0.288 or  $r\text{ count} > r\text{ table}$  so that it can be used in research instruments.

### **2. Reliability Test**

Based on the tests that have been carried out using SPSS version 26, there are the following reliability test results:

**Table 1 Reliability Test results**

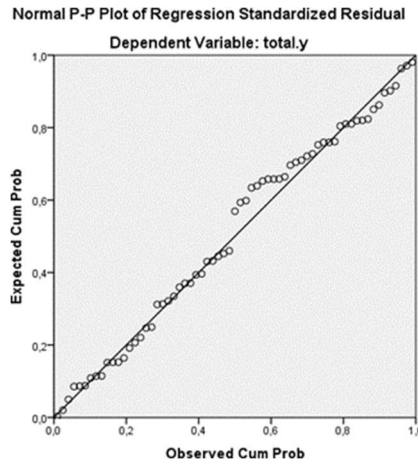
<b>Variable</b>	<b>Cronbach's Alpha</b>	<b>Status</b>
Leadership Style	0.85 1	Reliable
Organizational culture	0.91 0	Reliable
Organizational commitment	0.6 29	Reliable
Performance Employee	0.55 3	Reliable

The instrument can be said to be reliable if the *Cronbach Alpha coefficient value* is:  $> 0.6$  or 60%. Based on the table above, it can be concluded that the statement items from each of the variables studied were declared reliable because the *Cronbach Alpha value* of each variable was  $> 0.6$  or 60%.

### **3. Classic assumption test**

#### **a) Normality test**

Based on the tests that have been carried out using SPSS version 26, the normality test results are as follows:



**Figure 2 Normality test results**

The above diagram demonstrates that the data are distributed along a diagonal line, indicating that the data between employee performance variables on Leadership Style, organizational culture, and organizational commitment have a normal relationship or distribution and pass the normality assumption test.

**b) Multicollinearity Test**

Based on the tests that have been carried out using SPSS version 26, the results of the multicollinearity test are as follows:

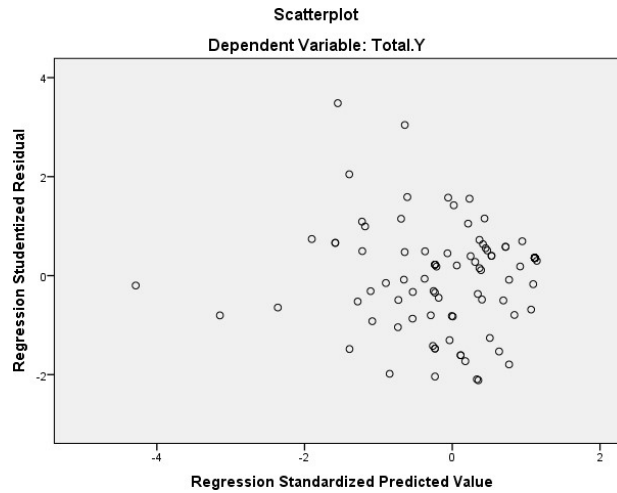
**Table 2 Multicollinearity Test Results**

<b>Variable</b>	<b>tolerance</b>	<b>VIF</b>	<b>information</b>
Leadership Style	0.265	1.003	multicollinearity does not occur
Organizational culture	0.421	1.003	multicollinearity does not occur
Organizational commitment	0.995	1,002	multicollinearity does not occur

The Variance Inflation Factor (VIF) for the Leadership Style variable (X1) is 1.003, for the organizational culture variable (X2) it is also 1.003, and for the organizational commitment variable (X3) it is 1.002. So that the VIF values of the three independent variables fall within predetermined tolerance limits (not exceeding 4 or 5), thereby preventing multicollinearity in the independent variables of this study.

**c) Heteroscedasticity Test**

Based on the tests that have been carried out using SPSS version 26, the results of the heteroscedasticity test are as follows:



The above image demonstrates that the points are distributed arbitrarily, do not form a clear/regular pattern, and are distributed both above and below the number 0 on the Y axis. Accordingly, "heteroscedasticity does not occur" in the regression model.

**4. Hypothesis testing**

**a) t test**

Based on the tests that have been carried out using SPSS version 22, there are the following t-test results:

**Table 3 Test Results t Coefficients <sup>a</sup>**

Model	Unstandardized Coefficients		standardized Coefficients	t	Sig.
	B	std. Error	Betas		
1 (Constant)	11,182	4,808		2,323	.023
Leadership Style	.226	.095	.337	2,347	.022
Organizational culture	.355	.147	.371	2,395	.019
Organizational commitment	.007	.110	.009	.079	.934

a. Dependent Variable: total.y

From table 4 above, the following results are obtained:

- a) Tcount (X1) = 2.347 and Sig = 0.022, So, H1 is accepted which means there is a significant influence between Leadership Style on employee performance
- b) Tcount (X2) = 2.395 and Sig = 0.019, So, H2 is accepted which means there is a significant influence between work organizational culture on employee performance
- c) Tcount (X3) = 0.079 and Sig = 0.936. So, H3 is rejected or Ho is accepted, which means that there is no significant effect between organizational commitment on employee performance.

**b) Test f**

Based on the tests that have been carried out using SPSS version 26, the results of the f test are as follows:

**Table 4 Test Results f**

**ANOVA <sup>a</sup>**

Model		sum of Squares	d f	MeanSquare	F	Sig.
1	Regression	139,303	3	46,433	8,752	.
	residual	217,493	41	5.303		000
	Total	356,798	44			b-

a. dependent Variables: total. y

b. Predictors: (Constant), total. x3, total.x2, total. x1

According to table 4, Fcount = 8.752 and Ftable = 2.827, so Fcount > Ftable or 8.752 > 2.827, which is statistically significant at 0.000 < 0.05. Therefore, Ho is rejected and Ha is approved. Thus, either Ha or Ho is acknowledged, indicating that there is a significant influence between Leadership Style, work organizational culture, and organizational commitment to employee performance at the same time.

**5. Coefficient of Determination**

Knowing the amount of ability possessed by variable X to explain variable Y, it can be seen using the formula  $R^2 \times 100\%$ .

**Table 6 Test Results for the Coefficient of Determination**

<b>Summary Model <sup>b</sup></b>				
Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.623 <sub>a</sub>	.388	.344	2,301

a. Predictors: (Constant), X3, X2, X1



b. Dependent Variable: Y

This indicates that Leadership Style, Organizational Culture, and Organizational Commitment influence 38.8% of employee performance variations. The remaining 61.2% is affected by variables outside the scope of this study.

## **Discussion**

### **1. The Effect of Leadership Style on Employee Performance**

According to the study's findings, leadership style has a substantial influence on employee performance in Cimerak District. This suggests that the manner in which a leader leads and interacts with employees has a significant impact on their performance. An successful leadership style can inspire and motivate colleagues to do better job, increase communication and collaboration, and foster a healthy work atmosphere.

The considerable relationship between leadership style and employee performance demonstrates that leaders who can adopt the appropriate leadership style can have a favorable impact on staff motivation and productivity. Leaders who use a transformational leadership style, such as inspiring, motivating, and creating good relationships with subordinates, are more likely to urge people to contribute more to their job. An authoritarian or autonomous leadership style, on the other hand, can have a detrimental impact on staff performance by causing unhappiness and a lack of engagement. These findings are congruent with Efendi's (2020) research, which shows that leadership has an impact on staff performance.

### **2. The Influence of Organizational Culture on Employee Performance**

According to the findings of this study, organizational culture has a considerable impact on employee performance in Cimerak District. This demonstrates that corporate culture's norms, values, and practices can influence how people interact, collaborate, and work to achieve organizational goals. A pleasant and inclusive business culture motivates people to perform well and contribute more to their work.

The significant influence between organizational culture and employee performance shows that cultural aspects such as commitment to quality, teamwork, mutual trust, and innovation can play an important role in establishing a conducive work environment to achieve optimal performance. An organizational culture that encourages collaboration, open communication, and rewards for achievement can help motivate employees to achieve high standards and work effectively. These results are consistent with the research of Wardani et al (2016) which stated that there is a relationship between organizational culture and employee performance.

### **3. The Effect of Organizational Commitment on Performance**

According to the study's findings, organizational dedication has no substantial effect on employee performance in the Cimerak District. This shows that other factors, such as leadership style and organizational culture, may have a greater influence on employee performance than employees' level of commitment to the firm. Organizational commitment represents employees' level of loyalty, identity, and attachment to the organization for which they work. However, organizational commitment was not shown to be strongly connected to employee performance in Cimerak District in

this scenario. This could be due to work-related contextual factors such as policies, organizational structure, or other individual aspects that influence employee motivation and productivity. This finding contrasts the findings of Akbar et al. (2017), who found a link between organizational commitment and employee performance.

#### **4. Influence of leadership style, organizational culture and organizational commitment to employee performance**

In this study, it was discovered that leadership style, organizational culture, and organizational commitment all have a substantial impact on employee performance in Cimerak District. This indicates that these three factors interact and influence one another in determining employee performance as a whole. This finding demonstrates the significance of simultaneously focusing on leadership style, organizational culture, and organizational commitment in order to enhance employee performance. The management of the Cimerak District should prioritize developing effective leadership, fostering a positive organizational culture, and fostering a high level of employee commitment. Thus, this comprehensive approach can create a work environment that holistically motivates and supports employee performance, has a positive impact on attaining organizational objectives, and contributes to Cimerak District's community development. These findings align with research conducted by Nasir (2020), which indicates that leadership style, organizational culture, and organizational commitment have an effect on employee performance.

#### **E. CONCLUSION**

This study found that leadership style, organizational culture, and organizational commitment have a combined 38.8% impact on employee performance in the Cimerak District. Leadership style partially influences employee performance. A leadership style that is effective can motivate employees, enhance communication, and foster a positive work environment. Additionally, organizational culture has an effect on employee performance. Through collaboration, mutual trust, and job satisfaction, an inclusive and positive organizational culture can affect employee performance. However, there is no evidence that organizational commitment has a significant effect on employee performance in this context. As a result, Cimerak District management must focus on an effective leadership style, cultivate a positive organizational culture, and enhance employee organizational commitment as a strategy for enhancing performance and achieving organizational objectives more effectively.

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