



Leadership and organizational culture towards optimizing employee performance at SMK Negeri 4 Cilegon City

Mukhlisin¹, Syaechurodji², Didit Haryadi³

^{1,2,3} Prody Management, Department of Economics and Business, Primagraha University, Serang, Indonesia

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ABSTRACT

Among effective management systems, the importance of human resources is increasing. Employee performance is an essential factor affecting success. In an organization, it is one of the most critical functions of an institution. This study aims to determine the variables that affect employee performance and develop a theoretical basis and research model. This study uses an associative descriptive quantitative method with a population of 39 respondents drawn into the sample using non-probability sampling, using the saturated sampling / total sampling method. The data analysis technique uses linear regression with the help of SPSS software version 26. The results of this study indicate that the first hypothesis states that employee performance is influenced by leadership. The second hypothesis states that employee performance is influenced by organizational culture. The third hypothesis, employee performance, is controlled by leadership and corporate culture, which can simultaneously improve employee performance. This research is expected to make a theoretical contribution to the literature in this context, of course, in the context of human resource management.

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Corresponding Author:

Mukhlisin,
Department of Economics and Business,
Primagraha University,
Komplek Griya Gemilang Sakti, Jl. Trip Jamaksari No. 1A Kaligandu, Serang, Banten 42111, Indonesia.
Email: ukismukhlisin15@gmail.com.

1. INTRODUCTION

Human resources have an essential role in organizations to achieve competitive advantage. Technological developments and environmental changes make human resources a critical factor in determining the ability of an organization or company in global competition. Human resources are people who design and produce goods and services, monitor quality, market products, allocate financial resources, and formulate all organizational strategies and goals (Gunawan et al., 2022; Puspita & Warsindah, 2021). Human resources or employees are assets, one of the reasons for significant strength in the industry, and are often said to be the spearhead for achieving industrial goals; therefore, the sector needs human resources or individuals who are high-performing so that they can achieve the industrial goals that have been set (Haryadi et al., 2022; Tania et al., 2021). The quality of employees is an essential part of the organization's competitive advantage. Agencies have qualified workers so that the organization can develop, fulfill its ability to activities on productivity, is for its customers, and significantly ensure customer satisfaction (Amin et al., 2023; Riyanto et al., 2022; Setyowati et al., 2023).

An aspect that can be a benchmark for a company in managing its human resources is employee performance. Employees can perform specific skills. The extent to which employees can carry out their assigned tasks will be known through their performance (Sinambela, 2019; Yusuf et

al., 2021). Performance is a reflection of the income level of the application of an activity program or policy in creating targets, vision goals, and objectives as outlined through necessary programming in a company (Isabel et al., 2021; Purnamasari et al., 2023; Yumhi et al., 2023). That way, each employee needs to know precisely the responsibilities and capabilities to achieve and correctly measure their success markers (Haryadi, 2022; Haryadi & Wahyudi, 2020). Performance is the overall achievement or level of success of an employee during a specific period or by comparing the tasks carried out or with various parameters measuring success, namely assessment of standard work results, goals or targets notifications or that have been determined in advance and have been approved Together (Haryadi, Setiawati, & Juhandi, 2022; Widodo, 2020). Employee performance is an essential issue for non-profit and for-profit organizations, and employee performance serves as a benchmark in measuring the achievement of an organization or institution. Performance can be simply expressed as the quality of work or the effectiveness and efficiency of a particular program or activity (Anshori et al., 2022; Kissi et al., 2020; Purnamasari et al., 2023).

Leadership is the most crucial part of management because leadership is the driving force for the creation of optimization of production factors (humans, capital, machines, and methods) in an organization (Nguyen, 2021). Such is the importance of the role of leadership in trying to achieve organizational goals. Whether the organization can be successful or not is primarily determined by the quality of leadership in an organization. Leadership style or style has a lot to do with the success of a leader in influencing the behavior of his subordinates. The achievement of the goals of each organization is controlled by organizational behavior, which reflects the behavior and attitudes of the actors in the organization (Haryadi et al., 2021). Leadership is realized through the interaction of leaders with people who are led, which occurs in various conditions that affect it, the classification of various styles in interaction or leadership styles, the realization of leadership styles cannot be separated from the influence of ever-changing conditions that are incidental (momentary) different and may also vary thus the application of each leadership style depends on the leader's ability to analyze and take advantage of the conditions, each leader will be different (Rahmatullah et al., 2022).

Thus, these factors can improve employee performance; among others, organizational culture plays an important role. One of the factors that can improve work performance is implementing an excellent corporate culture. Organizational culture can influence the attitudes and behavior of individuals, and it can cause individuals to understand the organization's fundamental values and be more involved in it. Previous research has attempted to find the aspects necessary to improve innovation and organizational performance (Rahmatullah et al., 2022; Zeb et al., 2021). Corporate culture plays an essential role in enhancing the effectiveness of an organization's performance. For organizations, culture is a benchmark for achieving organizational success while building commitment to realize the vision, win the hearts of customers, win the competition, and make the company's strength. For individuals, the culture encourages individuals to have a sense of trust in the organization and be more productive. Organizational goals can be achieved with competent individuals with good skills to excel in the competition (Haryadi et al., 2022; Rohman et al., 2021). Organizational culture is fundamental; even if the organization has a strong culture where all members carry its cultural values, it can create a competitive advantage (Rahmatullah et al., 2022; Rohman et al., 2021).

Vocational High School Negeri 4 Kota Cilegon is at the upper education level, which has the aim of strengthening the skills possessed by students. The skills obtained result from the learning process that takes place at school or directly in the industry. The industrial world has a significant role in supporting the learning process at Vocational High Schools, with the cooperation of implementing industrial practices. Employee absenteeism every month in 2022 fluctuates; there is still a high number of teachers who do not come to work for various reasons. The tolerance level set by the school is 20% of the number of teachers who do not come to work for multiple reasons. If this continues, it will result in severe problems for the school as a whole, with the decline in teacher performance being one of the psychological aspects that reflects how a person feels about his job; he will be satisfied with the match between his abilities, skills, and expectations with the work he faces. In the field, it was found that some teachers have not finished delivering the subject matter, especially for class XII students. This is due to the availability of time in the syllabus being cut by try-out activities, practical exams, school exams, and national exams so that the class XII material

cannot be delivered to students. Some teachers do not have lesson plans when teaching in class, so they only rely on the existing textbooks when providing subject matter.

This research aims to develop a model that the author has designed so that he knows the factors that can improve employee performance. This research is expected to provide a theoretical contribution to the literature in this context, including in the context of human resource management.

2. RESEARCH METHOD

In this research, the method used by the author is descriptive quantitative research with a causal approach. The causal process is an analysis that will seek an overview of the relationship, influence, impact, and causal effects of various concepts or factors or, in some cases, designed in management science (Ferdinand. A., 2014). The population in this study were employees and teachers of SMK Negeri 4 Cilegon City, totaling 39 respondents. The sample in this study were employees and teachers of SMK Negeri 4 Cilegon City, totaling 39 respondents. The sampling technique used was saturated sampling, meaning that the entire population was drawn as a sample. The data collection technique used in this study used a questionnaire with a Likert scale of 1-5 using the scale method strongly disagree, disagree, hesitate, agree, and strongly agree. Based on the research sample, 39 questionnaires were obtained from respondents. The data analysis technique in this study is a descriptive analysis using the SPSS version 26 assistance program to determine the effect between variables using inferential analysis with the SPSS version 26 assistance program through multiple linear regression analysis with validity tests, reliability calculations, then classical assumption tests which include data normality and multicollinearity. The t-test and f-test are used to determine the effect of variables by looking at the t-statistical value and significance. In this study, the authors formulated research hypotheses, including h1: There is a significant influence of leadership on employee performance, h2: There is a considerable influence of organizational culture on employee performance, and h3: There is a substantial influence of leadership and corporate culture simultaneously.

3. RESULTS AND DISCUSSIONS

Before conducting the assumption test, it is necessary to test the validity to show how positive an instrument method or way of measuring something is designed. Employee performance is measured using 9 statements, leadership with 16 views, and organizational culture with 8 views. This study tries to test the validity by looking at the validity number of the cocorrected total correlation value and the calculated r-value compared to the r table. In addition, the reliability calculation value is also carried out by looking at Cronbach's value. Furthermore, the results of each variable's validity and reliability tests can be seen in the t table below.

Table 1. Validity and Reliability Test

Item Statement	r-hitung	r _{tabel} (n=316)	Decision	Reliability Convergent
Employee Performance				
EP_1	0,641	0,316	Valid	0.788
EP_2	0,610	0,316	Valid	
EP_3	0,541	0,316	Valid	
EP_4	0,626	0,316	Valid	
EP_5	0,517	0,316	Valid	
EP_6	0,422	0,316	Valid	
EP_7	0,568	0,316	Valid	
EP_8	0,457	0,316	Valid	
EP_9	0,328	0,316	Valid	
Leadership				
L_1	0,580	0,316	Valid	0.832
L_2	0,608	0,316	Valid	
L_3	0,651	0,316	Valid	
L_4	0,588	0,316	Valid	
L_5	0,468	0,316	Valid	
L_6	0,364	0,316	Valid	
L_7	0,696	0,316	Valid	
L_8	0,667	0,316	Valid	

L_9	0,663	0,316	Valid	
L_10	0,611	0,316	Valid	
L_11	0,474	0,316	Valid	
L_12	0,365	0,316	Valid	
L_13	0,535	0,316	Valid	
L_14	0,423	0,316	Valid	
L_15	0,324	0,316	Valid	
L_16	0,354	0,316	Valid	
Organizational Culture				
OC_1	0,485	0,316	Valid	
OC_2	0,412	0,316	Valid	
OC_3	0,473	0,316	Valid	
OC_4	0,516	0,316	Valid	0.669
OC_5	0,624	0,316	Valid	
OC_6	0,745	0,316	Valid	
OC_7	0,670	0,316	Valid	
OC_8	0,462	0,316	Valid	

Figure 1 shows that all statement indicator variables for each variable have an r-value > 0.316, which automatically meets data validity standards. Indicators are considered accurate if each pinneedle validity value of r is > 0.316. Not only looking at the external load but divergent validity can also be seen in the rereliability figures, which must be greater than 0.60. In this average a, the average acceleration lies above 0.60. Ar ee entered the results of the classical assumption test of data normality proven.

Table 2. One-Sample Kolmogorov-Smirnov Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		39
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.32672058
	Absolute	.074
Most Extreme Differences	Positive	.061
	Negative	-.053
Kolmogorov-Smirnov Z		.445
Asymp. Sig. (2-tailed)		.200
a. Test distribution is Normal.		
b. Calculated from data.		

Table 2 shows the magnitude of the Kolmogorov-Smirnov normality; the, si significancelue (Asymp Sig. 2-taleThe 2-tale significance normality test is 0.200) is residual data that has a significance value greater than 0.05. The following multicollinearity test results can be seen in Table 1.3 below.

Table 3. Multiklonieritas Test

Model	Tableicients ^a	Collinearity Statistics	
		Tolerance	VIF
1	Leadership (X1)	.878	1.139
	Organizational Culture (X2)	.878	1.139

a. Dependent Variable: Kinerja Pegawai (Y)

The multicollinearity test obtained a Variance Inflation Factor (VIF) value of 1.139 and a Tolerance value of 0.999. The decision result for the multicollinearity test is that if the tolerance value (0.878) > 0.10 and VIF (1.001) < 10, then it can be interpreted that there is no multicollinearity, so it can be concluded that the model used does not contain symptoms of multicollinearity. The following recipe linear regression analysis can result from suitable Tabin le 4 below.

Table 4. Linear Regression Test

Model	Coefficients a			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	5.191	6.729		.771	.446
1 Leadership (X1)	.275	.086	.428	3.204	.003
Organizational Culture	.460	.164	.374	2.795	.008

a. Dependent Variable: Employee Performance (Y)

The constant of 5.191 means that if the value of Leadership (X1) and organizational culture (X2) is equal to zero, then the level or amount of employee performance optimization (Y) is 5.191%. Leadership has a positive value of 0.275, which means that if the value of X1 (Leadership) increases by 1%. At the same time, the other independent variables are constant; the level of variable Y will increase by 0.275%. Organizational culture is positive 0.460. This explains that if the value of X2 (organizational culture) increases by 1%, while the other independent variables are constant, variable Y (optimization of employee performance) will increase by 0.460%. The following analysis results in hypothesis testing are presented in Table 5 below.

Table 5. Hipotesis Test

Variable	T-value	P-values	Result
L → EP	3.204	0.003	Accepted
OC → EP	2.795	0.008	Accepted
L & OC → EP	13.848	0.000	Accepted

Source: Results of research data processing 2023

Table 5, shows the first hypothesis statistically: there is a significant influence between Leadership on optimizing employee performance at State Vocational High School 4 Cilegon City in the t-test, the results obtained $t_{count} > t_{table}$ ($3.204 > 2.026$) with a significance level of ($0.003 < 0.05$), it can be concluded that there is a significant influence between leadership on the optimization of employee performance at the State Vocational High School 4 Cilegon City while the correlation value of 0.471 in the correlation coefficient interpretation table this figure is in the position of the range between 0.40 - 0.599 and has a moderate level of relationship, meaning that the value of leadership increases, the optimization of employee performance will increase. Leadership is an essential part of management because leadership is the driving force for the creation of optimization of production factors (humans, capital, machines, and methods) in an organization (Nguyen, 2021). Such is the importance of the role of leadership in trying to achieve organizational goals. Whether the organization can be successful or not is primarily determined by the quality of leadership in an organization. Leadership style or style has a lot to do with the success of a leader in influencing the behavior of his subordinates. The achievement of the goals of each organization is affected by organizational behavior, which reflects the behavior and attitudes of the actors in the organization (Haryadi et al., 2021). Leadership is realized through the interaction of leaders with people who are led, which occurs in various conditions that affect it, the classification of various styles in interaction or leadership styles, the realization of leadership styles cannot be separated from the influence of ever-changing conditions that are incidental (momentary) different and may also vary thus the application of each leadership style depends on the leader's ability to analyze and take advantage of the conditions, each leader will be different (Rahmatullah et al., 2022).

There is a significant influence between organizational culture on optimizing employee performance at State Vocational High School 4 Cilegon City in the t-test, the results obtained $t_{count} > t_{table}$ ($2.795 > 2.026$) with a significance level of ($0.008 < 0.05$), it can be concluded that there is a significant influence between organizational culture on optimizing employee performance at State Vocational High School 4 Cilegon City. At the same time, the correlation value of 0.498 in the correlation coefficient interpretation table is in the range between 0.40 - 0.599. It has a moderate level of influence, meaning that the greater the value of organizational culture, the greater the optimization of employee performance. Corporate culture is a pattern of basic assumptions

discovered, created, or developed by a particular group with the intention that the organization learns to overcome or overcome its problems arising from external adaptation and internal integration that has gone well enough. Hence, it needs to be taught to new members as the right way to understand, think, and feel regarding these problems. A group of organizations themselves form organizational culture to overcome future challenges (Insan & Masmarulan, 2021). This research is in line and supports previous research conducted by (Ellys & Ie, 2020; Oupen & Yudana, 2020; Siwi, Tewal, & Trang, 2020) yang menyatakan bahwa budaya organisasi berpengaruh positif yang signifikan towards organizational culture. From this finding, it can be interpreted that the more appropriate the application of corporate culture values, the more work motivation increases.

The third finding is that there is an influence between leadership and organizational culture simultaneously on optimizing employee performance at State Vocational High School 4 Cilegon City with the decision Fhitung > Ftabel (13.848 > 3.259); thus, the third hypothesis is accepted, which means that there is a significant influence between leadership and organizational culture on optimizing employee performance at State Vocational High School 4 Cilegon City. Leadership is a fundamental trait a leader possesses in the performance of teachers carrying out personal and group activities, thus forming an action. Leadership is carried out by a leader who aims to direct, coordinate, and influence subordinates to work to meet joint goals. Leadership is a form of domination based on personal capabilities, namely encouraging and inviting others to do something to achieve common goals for teacher performance (Tania et al., 2021). Leadership is a series of structured activities in the form of the ability to influence the behavior or attitudes of others in certain situations so that they are willing to work together to achieve common goals that have been set (Dwiparaniti et al., 2021). Organizational culture is a system of shared meanings adopted by members that distinguish the organization from other organizations (Lembang et al., 2015). Corporate culture is a pattern of basic assumptions discovered, created, or developed by a particular group with the intention that the organization learns to cope with or overcome its problems arising from external adaptation and internal integration that has gone well enough, so it needs to be taught to new members as the correct way to understand, think and feel regarding these problems (Mulyana, 2021). This research aligns with previous research (Lompoliuw et al., 2021; Kesek et al., 2021; Rizal et al., 2021).

4. CONCLUSION

From the results of the discussion, the first hypothesis states that employee performance is influenced by leadership, meaning that the more influential the decision-making of a leader, the more the employee's performance will increase. Likewise, the second hypothesis states that employee performance is influenced by organizational culture, meaning that the better the organizational culture, the more employee performance increases. The third hypothesis is that employee performance is influenced by leadership and corporate culture simultaneously. This is included in the category of descriptive analysis results that often show qualified as an analysis of indicators of cooperative attitudes in the agency, and it is necessary to maintain a harmonious relationship between employees so that the sense of togetherness between employees increases. This research is expected to make a theoretical contribution to the literature in this context, of course, in the context of Human Resource Management. It is hoped that future research needs to add research variables, such as organizational commitment, job satisfaction and training, and others in order to know what can improve employee performance at related agencies.

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