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Influence of organizational culture, leadership and rewards on performance of employees in the regional development, research and development planning agency of kerinci regency

Ronal Regen^{1*)}, Ronal Harison Ramli¹, Windrawadi Windrawadi¹, Wawan Suswanto¹

¹Departement of Management, Sekolah Tinggi Ilmu Ekonomi Keuangan Perbankan dan Pembangunan, Padang, Indonesia

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ABSTRACT

This study aims to see the effect of (1) Organizational culture on the performance of Bappedalitbang Kerinci employees (2) Leadership on the performance of Bappedalitbang Kerinci employees (3) Reward for the performance of Bappedalitbang Kerinci employees (4) Organizational culture, leadership and rewards together influence the performance of Bappedalitbang Kerinci employees. The population and sample in this study were all 35 employees of Bappedalitbang Kerinci Regency. The technique of determining the number of samples using total sampling. The data analysis technique used multiple regression by fulfilling the requirements of the classical assumption test of normality, and multicollinearity, heteroscedasticity. The results of this study indicate that (1) Organizational culture has a positive significant effect on the performance of Bappedalitbang Kerinci employees (2) Leadership provide a positive influence on the performance of Bappedalitbang Kerinci employees (3) Rewards have a positive influence on the performance of Bappedalitbang Kerinci employees (4) Organizational culture, leadership and rewards jointly have a positive effect on the performance of Bappedalitbang Kerinci employees.



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Corresponding Author:

Regen, R.,
Departement of Management, Sekolah Tinggi Ilmu Ekonomi KBP, Indonesia
Email: regen79@gmail.com

Introduction

Employee performance in the organization refers to the ability of employees to carry out all the tasks that are their responsibility. Performance is the result of work in quality and quantity achieved by employees in carrying out their duties in accordance with their responsibilities to the organization. Optimal employee performance will have a positive impact on public services and agency performance in achieving organizational goals.

The Regional Development Planning, Research and Development Agency (Bappedalitbanglitbang) of Kerinci Regency has the main task of assisting the Regent in carrying out the supporting functions of government affairs which are the regional authority in the field of planning, research and development. This description is contained in Bogor Regent Regulation Number 69 of 2017 concerning Position, Organizational Structure, Duties and Functions and Work Procedures of the Development Planning Agency, Regional Research and Development, Development Planning, Regional Research and Development.

In carrying out this task, Bappedalitbanglitbang Kerinci Regency strives to provide superior performance in carrying out its duties. Employees are required to be able to work effectively and efficiently with the aim of creating an independent and cultured Kerinci Regency Government. However, in reality the decline in performance still occurs, this can be seen from the data that will be presented by the researcher. The data to be presented is the Community Satisfaction Index (IKM) for services, which are as follows:

Table 1 <Community Satisfaction Index (IKM) Against Bappedalitbang Kerinci Services in 2021>

Service Element	Service Value	SMEs
Requirements	3,140	78.34
Systems, mechanisms and procedures	3,163	
Completion time	3,070	
Fees/ tariffs	3,093	
Product specification type of service	3,163	
Service competence	3,140	
Executor behavior	3,186	
Handling complaints, suggestions and input	3,140	
Facilities and infrastructure	3,140	

Source: Service Unit of Bappedalitbanglitbang Kerinci Regency, 2021

Based on table 1, in general the performance achievement at Bappedalitbanglitbang is 78.34 which is included in the "Good" category, however, based on the results of the Community Satisfaction Index survey of 9 service elements, Implementing Behavior gets the highest score of 3,186. This is supported by competent officers in each section of Bappedalitbanglitbang, while the service time has the lowest score of 3,070. this is due to the limited personnel in each section.

Based on the results above, it can be concluded that the Community Satisfaction Index (IKM) for services still needs to be improved. These results also indicate that organizational performance is not optimal, one of which is caused by the low performance of Bappedalitbanglitbang Kerinci employees.

With such a phenomenon, the authors are interested in researching with the title, "The Influence of Organizational Culture, Leadership and Rewards on the Performance of Bappedalitbanglitbang Kerinci Employees".

Method

According to Sugiyono (2017: 80), the definition of population is a generalization area consisting of objects/subjects that have certain qualities and characteristics set by researchers to be studied and then drawn conclusions. The population in this study were all civil servants in Bappedalitbanglitbang Kerinci Regency, amounting to 55 people.

Sugiyono (2017:81) states that the sample is part of the number and characteristics possessed by the population. This study uses a non-probability sampling technique, namely saturated sampling. According to Sugiyono (2017:122) saturated sampling is a sampling technique when all populations are used as samples. This is often done when the population is relatively small. Therefore, the sample in this study is that all members of the population are sampled, namely civil servants at the Bappedalitbanglitbang Kerinci Regency with a total sample of 55 people.

Multiple regression analysis is used to predict how the condition (up and down) of the dependent variable (criteria), if two or more independent variables as predictor factors are manipulated (increase in value). This analysis is used by involving the dependent variable (Y) and independent variables (X1, X2, X2 and Y), the regression equation

Results and Discussions

Normality test

This normality test is used by the author to test the normality of the regression model. The test is carried out using the method kolmogorov-smirnov test to each variable. The regression model is normally distributed if the value of the Kolmogorov-Smirnov sign for each variable is greater than = 0.05. From Table 4.16 which is a normality test, it can be seen that in the regression model, the confounding or residual variables have a normal distribution. This can be seen from the results of the sig value of the Performance variable (Y) is 0.570 > 0.05 Organizational Culture Variable (X1) is 0.246 > 0.05; Leadership variable (X2) is

0.121 > 0.05; Reward variable (X3) is 0.078 > 0.05. So it can be concluded that the variables of performance, organizational culture, leadership, and employee rewards of Bappedalitbang Kerinci Regency are normally distributed. The results of the normality test can be seen in table 2.

Table 2 <Normality Test Results>

		One-Sample Kolmogorov-Smirnov Test			
		Performance	Organizational culture	Leadership	Rewards
N		35	35	35	35
Normal Parameters	mean	41.4000	42.4727	25.0727	25.5091
	Std. Deviation	3.77908	2.62364	2.45594	2.19319
Most Extreme Differences	Absolute	.106	.138	.160	.172
	Positive	.106	.089	.160	.155
	negative	-.094	-.138	-.113	-.172
Kolmogorov-Smirnov Z		.785	1.023	1.185	1.275
asympt. Sig. (2-tailed)		.570	.246	.121	.078
a. Test distribution is Normal.					

Source: SPSS output results, 2021.

Multicollinearity Test

Multicollinearity test is useful to test whether the regression model found a correlation between independent variables. A good regression model should not have a correlation between independent variables if the independent variables are correlated then these variables are not orthogonal. Orthogonal variables are independent variables whose correlation value between independent variables = 0 (Ghozali, 2011). Multicollinearity can be seen from *tolerance* and Variance Inflation Factor (VIF). The way to find out whether there is a deviation from the multicollinearity test is to look at the Tolerance and VIF values of each independent variable, if the Tolerance value > 0.10 and the VIF value < 10 then the data is free from multicollinearity symptoms can be seen in Table 3.

Table 3 <Multicollinearity Test Results>

		Coefficients ^a	
		Collinearity Statistics	
Model		Tolerance	VIF
1	Organizational culture	0.999	1,001
	Leadership	0.999	1,001
	Rewards	0.999	1,001

a. Dependent Variable: Performance

Source: SPSS output results, 2021

Based on the multicollinearity test in the table above, it can be seen that there is no relationship between the independent variables because the VIF value of all independent variables is < 10.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in a regression model there is an inequality of variance from the residuals from one observation to another observation. If the variance from the residual of one observation to another observation remains, it is called a homoskedasticity and if different it is called heteroscedasticity. Detecting the presence of heteroscedasticity in this study used the Plott Graph (Scatter Plot) test. This test, if there is no clear pattern, such as points spread above and below the number 0 (zero) on the Y axis, then there is no heteroscedasticity. The test results can be seen in Figure 1.

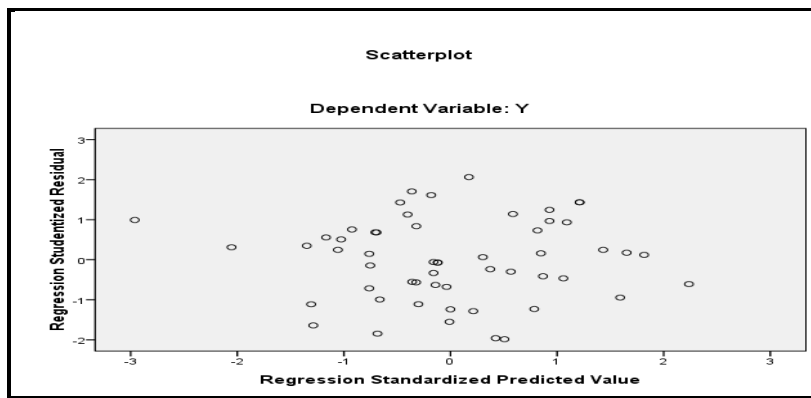


Figure 1 <Heteroscedasticity Test Results>

In Figure 1 it can be seen that there is no clear pattern and the points spread above and below the number 0 on the Y axis. The spread of data points does not form a wavy pattern that widens then narrows and widens again. The spread of data points is also not patterned, so this shows that the data in this study does not occur heteroscedasticity.

Multiple Linear Regression Analysis

In testing the hypothesis of this study, multiple linear regression was used, which aims to determine how much influence several independent variables have on the dependent variable. Multiple regression analysis was performed by comparing tcountwith table and sig value with = 0.05. In detail the results of multiple regression testing can be seen in Table 4.

Table 4 <Multiple Regression Equation>

		Coefficients^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	19,250	4.084		4.713	.000
	Organizational culture	.170	.043	.118	3.887	.001
	Leadership	.436	.204	.283	2.135	.038
	Rewards	.157	.058	.091	2,686	.026

a. Dependent Variable: Y

Source: SPSS Output Results (year 2021)

Based on Table 4, the estimation model can be analyzed as follows:

$$Y = 19,250 + 0.170 (X1) + 0.436 (X2) + 0.157 (X3)$$

Based on the above equation it can be explained that:

- From the above equation it can be seen that there is a constant value of 19,250 which means that if the Organizational Culture, leadership, reward are zero, then the value of the performance variable is at 19,250. This means that organizational culture, leadership, and reward variables contribute to improving the performance of Bappedalitbang Kerinci employees.
- Organizational culture regression coefficient value is positive 0.170. This means that if the Organizational Culture increases by one unit, it will result in an increase in employee performance of 0.170 unit.
- The leadership regression coefficient value is Positive, namely 0.436. This means that if leadership increases by one unit, it will result in an increase in employee performance by 0.436 unit.
- The value of the reward regression coefficient is positive, namely 0.157. This means that if the reward increases by one unit, it will result in an increase in employee performance by 0.157 unit.

Regression Coefficient Test (t Test)

Hypothesis Testing 1

The first hypothesis put forward, that organizational culture partially positive effect on employee performance. Based on the results of the analysis of the t test, it is known that the significance level of the organizational culture variable is $0,001 < \text{of the significance value } (0.05)$. Thus H_0 is rejected and H_a is accepted so that the alternative hypothesis proposed in this study is accepted. This means that there is a significant positive influence between organizational culture on the performance of Bappedalitbang Kerinci employees.

Hypothesis Testing 2

The second hypothesis proposed is that leadership partially has a positive effect on employee performance. Based on the results of the analysis of the t test, it is known that the significance level of the leadership variable is $0,038 < \text{of the significance value } (0.05)$. Thus H_0 is rejected and H_a is accepted so that the alternative hypothesis proposed in this study is accepted. This means that there is a significant positive influence between leadership on the performance of Bappedalitbang Kerinci employees.

Hypothesis Testing 3

The third hypothesis proposed is that partial reward has a positive effect on performance. Based on the results of the analysis of the t test, it is known that the significance level of the Reward variable is $0,026 < \text{dai significance value } (0.05)$. Thus H_0 is rejected and H_a is accepted so that the alternative hypothesis proposed in this study is accepted. This means that there is a significant positive effect between rewards on the performance of Bappedalitbang Kerinci employees.

Hypothesis Testing 4

The fourth hypothesis proposed, that organizational culture, leadership, and rewards together have a positive effect on employee performance. Based on the results of the analysis of the F test, it is known that the significance level of organizational culture, leadership, and reward variables is $0.000 < 0.05$. Thus H_0 is rejected and H_a is accepted so that the alternative hypothesis proposed in this study is accepted. This means that there is a jointly significant influence between organizational culture, leadership, and rewards on the performance of Bappedalitbang Kerinci employees. As can be seen in table 5.

Table 5 <F. Test Results>

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	78.089	3	26,030	8.915	.000a
	Residual	693.111	71	13,590		
	Total	771.200	74			

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

b. Dependent Variable: Y

Source: SPSS Output Results (year 2021)

Coefficient of Determination (Adjusted R Square)

The Coefficient of Determination aims to see or measure how far the model's ability to explain the variation of the independent variable, where the value of *R square* used for research with 2 variables and the value of Adjusted R Square is used for research with more than 3 variables. The value of the coefficient of determination in this study was taken from the value of Adjusted R Square which can be seen in table 6.

Table 6 <R Square Test Results>

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.518a	.268	.243	3.68652

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

b. Dependent Variable: Y

Source: SPSS Data Processing Results (Year 2021)

Based on the analysis results Adjusted R square is 0,243 This means that 24.3% of employee performance is influenced by the independent variables of Organizational Culture, leadership, and rewards. While the remaining 75.7% is influenced by other variables outside the model.

Influence Organizational Culture on the Performance of Bappedalitbang Kerinci employees

The results of this study indicate that organizational culture has a significant positive effect on the performance of Bappedalitbang Kerinci employees. This indicates that Organizational Culture determines the performance of Bappedalitbang Kerinci employees. This means that the better and better the organizational culture that exists in employees at the agency, it will improve employee performance.

From the results of this study, it can be seen that the organizational culture variable has a coefficient of 0.170. This means that organizational culture has a great influence. This indicates that organizational culture can play a role in improving employee performance. If Bappedalitbang Kerinci Regency wants to improve employee performance, it must create a good organizational culture in the agency.

This is in line with the opinion of Robbins and Judge (2013: 512), stating that organizational culture is a set of values, principles, traditions, and ways of working that are adhered to by members of the organization and affect the way members act. Organizational culture refers to the system adopted by members that distinguishes it from other organizations. Another opinion expressed by Schein (2009:27), organizational culture is a pattern of assumptions learned by groups to solve problems by means of external adaptation and internal integration, works well enough to be considered correct, for that, it needs to be taught to new members the correct way. correct to see, think and feel in relation to the problem at hand

The results of this study are in line with the research of Adi, Kusuma (2013) which shows that organizational culture has a positive and significant effect on employee performance. Alimuddin, Ibriati Kartika (2012) research results also show organizational culture has a significant effect on employee performance.

Influence Leadership on the Performance of Bappedalitbang Kerinci Employees

The results of this study indicate that leadership has a significant positive effect on the performance of Bappedalitbang Kerinci employees. This indicates that leadership determines the performance of Bappedalitbang Kerinci employees. This means that the better the leadership in the agency, the better the employee's performance.

From the results of this study, it appears that the leadership variable has a coefficient of 0.436 which means that leadership has a greater influence than other variables. This indicates that leadership can play a role in improving employee performance. If Bappedalitbang Kerinci Regency wants to improve employee performance, it must create good leadership given to employees in the agency.

This is in line with the opinion of Sutikno (2014: 15) which states that leadership is an activity in influencing others to work hard with full willingness for group goals. While Burns in Northouse (2013: 4) states that leadership is a process of reciprocal mobilization by people with certain motives and values, various economic, political, and other resources, in the context of competition and conflict, to realize goals that are owned independently or independently. shared by leaders and followers

The results of this study are in line with the research of Hardiyana and Helwiyani (2011) which shows that leadership has an effect on employee performance. Marpaung (2014) research results also show that leadership has a significant effect on employee performance.

Influence Reward for the performance of Bappedalitbang Kerinci employees

The results of this study indicate that rewards have a significant positive effect on the performance of Bappedalitbang Kerinci employees. This indicates that the reward determines the performance of Bappedalitbang Kerinci employees. This means that the better and better employee rewards in an agency will improve employee performance.

From the results of this study, it can be seen that the reward variable has a coefficient of 0.157 which means that the reward has a big influence. This indicates that rewards can play a role in improving employee performance. If Bappedalitbang Kerinci Regency wants to improve employee performance, it must improve and create good rewards for better employees.

This is in line with the opinion of Satrohadiwiryono (2010:17) which states that reward is a reward for services provided by the organization to workers, because these workers have provided donation energy and thought for the progress of the organization in order to achieve the goals that have been set. Meanwhile,

Mangkuprawira (2011: 92) defines reward as an important component in relation to employees. He was greatly influenced by internal and external factors. The results of this study are in line with the research of Febrianti, et al (2014), which shows that there is a significant positive effect between rewards on employee performance.

Organizational Culture Influence, Leadership, Reward on the performance of Bappedalitbang Kerinci employees

The results of this study indicate that organizational culture, leadership, and rewards together have a significant influence on the performance of Bappedalitbang Kerinci employees. This indicates that organizational culture, leadership, and rewards determine the performance of Bappedalitbang Kerinci employees. This means that organizational culture, leadership, rewards will improve employee performance. This is in line with the research, Marpaung (2014) Adi, Kusuma (2013) Febrianti, et al (2014) which shows that there is a significant influence between organizational culture, leadership and rewards on employee performance.

Conclusions

Based on the results of testing and discussing the hypotheses described in the previous chapter, some conclusions can be drawn as follows: 1) Organizational culture has a positive influence on the performance of Bappedalitbang Kerinci employees. This means that employee performance will increase if the Organizational Culture in the agency is good and good so that it can provide encouragement to employees in improving their performance. Thus the first hypothesis (H1) in this study proved to be accepted. 2) Leadership has a positive influence on the performance of Bappedalitbang Kerinci employees. This means that employee performance will increase if good leadership is able to provide encouragement to work better for employees. The better the leadership in the agency, the better the performance of employees in carrying out their work in the agency. Thus the second hypothesis (H2) in this study proved to be accepted. 3) Rewards have a positive influence on the performance of Bappedalitbang Kerinci employees. This means that employee performance will increase if the rewards obtained by employees are increasing and of higher quality. Thus the third hypothesis (H3) in this study proved to be accepted.

Organizational culture, leadership, rewards together have an influence on the performance of Bappedalitbang Kerinci employees. From the ANOVA test, the significance probability value is 0.000. The significance probability is less than 0.05, with a significance level of 0.000 as a result H_0 is rejected and H_a is accepted. Thus the fourth hypothesis (H4) in this study proved to be accepted.

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