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Analysis of Factors Affecting Employee Performance at Bontosikuyu Sub-District Office, Selayar Islands Regency

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Abstract

The purpose of this study was to determine the partial and simultaneous influence of the variables studied, where this study used a quantitative approach with a sample of 38 people with multiple regression analysis methods including validity tests, reliability tests, partial and simultaneous hypothesis tests with the help of the SPSS 25 application. The results of this study show that there is a positive and significant influence of leadership style on employee performance. And simultaneously, the regression coefficient values of Organizational Culture, Organizational Commitment and Leadership Style have a positive and significant effect on Employee Performance.

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

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INTRODUCTION

Improving the image of government agencies towards professionalism and supporting the creation of good governance, there needs to be a unification of directions and views for all government employees that can be used as guidelines or references in carrying out both managerial and operational tasks in all fields of duties and organizational units of government agencies in an integrated manner. Human resources are assets that play an important role in running an organization, both formal and non-formal organizations.

The human resources in question are all employees and employees who are directly related to the implementation of the mission and the achievement of the organization's vision. To achieve these organizational goals, the expectations of organizational leaders should be employees or employees have good performance through competence, reliability, innovation and competitiveness. The sub-district office acts as an organizer for the quality of regional public service delivery to the community in its work area, as well as an accelerator for the implementation of welfare development functions carried out by local governments.

The Bontosikuyu sub-district office must be able to dismiss public assumptions about the performance of government agencies that have been considered slow, complicated, convoluted and full of KKN can work effectively and efficiently. Therefore, employee performance is an important step that must be achieved by employees in order to produce excellent service. In achieving the results of sub-district work to meet the needs of the community, there needs to be a culture and work commitment in the organization, but in reality the work culture in Bontosikuyu District is still not clearly written so that employees are not easy to build understanding of a job with their colleagues.

H1 : Organizational culture has a positive and significant effect on employee performance at the Bontosikuyu Sub-District office, Selayar Islands Regency.

H2 : The commitment of the organization has a positive and significant effect on the performance of employees at the Bontosikuyu Sub-District office, Selayar Islands Regency.

H3 : Leadership style has a positive and significant effect on employee performance at the Bontosikuyu Sub-District office, Selayar Islands Regency.

H4 : Simultaneously, organizational culture, organizational commitment, and leadership style have a positive and significant effect on employee performance at the Bontosikuyu Sub-District office, Selayar Islands Regency.

METHODOLOGY

This research uses a type of research with a quantitative approach. This research was conducted at the Bontosikuyu sub-district office, Selayar Islands Regency. This research is planned to take place during August-September 2022. The population in this study is employees at the Bontosikuyu District office, Selayar Islands Regency totaling 38 people who will provide data and information related to this study.

RESEACRH RESULT

1. Test data validity and reliability

The validity test is used to test questionnaires distributed to respondents in an effort to find out whether the questionnaire is valid or not. In validity testing assisted by the SPSS program to measure the validity of the questionnaire. A questionnaire is said to be valid if the statements on the questionnaire are able to reveal something that the questionnaire will measure. This study used samples for questionnaire tests as many as 38 respondents with a significant value of 5%. If r counts $>$ r table and the value is positive, then the statement of an indicator is said to be valid, so from here the value of df (Degree of

Freedom) = $n-2$, so $df = 38-2 = 36$ for the number r Table in this study is 0.2709 (Significance of one-way test). For validity testing can be seen in the following table.

Table 1. Validity Test Results

Variable	Items	Version correlation	r Table	Information
Organizational Culture (X1)	X1.1	0,516	0,2709	Valid
	X1.2	0,568	0,2709	Valid
	X1.3	0,628	0,2709	Valid
	X1.4	0,775	0,2709	Valid
	X1.5	0,596	0,2709	Valid
	X1.6	0,752	0,2709	Valid
	X1.7	0, 477	0,2709	Valid
Organizational Commitment (X2)	X2.1	0,546	0,2709	Valid
	X2.2	0, 410	0,2709	Valid
	X2.3	0.546	0,2709	Valid
	X2.4	0, 410	0,2709	Valid
	X2.5	0,546	0,2709	Valid
	X2.6	0, 446	0,2709	Valid
	X2.7	0,519	0,2709	Valid
	X2.8	0, 439	0,2709	Valid
Leadership Style (X3)	X3.1	0,788	0,2709	Valid
	X3.2	0,796	0,2709	Valid
	X3.3	0,893	0,2709	Valid
	X3. 4	0,841	0,2709	Valid
	X3.5	0,844	0,2709	Valid
	X3.6	0,652	0,2709	Valid
	X3.7	0,775	0,2709	Valid
Employee Performance (Y)	Y1	0,872	0,2709	Valid
	Y2	0,868	0,2709	Valid
	Y3	0,939	0,2709	Valid
	Y4	0,853	0,2709	Valid
	Y5	0,740	0,2709	Valid

Source: Spss 26. 2022

Based on table 1 related to the results of validity testing with all statement indicators contained in the questionnaire as a measure of the influence of Organizational Culture, Organizational Commitment, and Leadership Style on employee performance at the Bontosikuyu sub-district office, Selayar Islands Regency, the entire results of the r value are calculated $>$ from the r table so that based on these results, it is concluded that all statement items on the questionnaire are declared valid (One-way test).

A reliability test is a test used to measure a questionnaire which is an indicator of a variable. A questionnaire is said to be reliable if a person's answers in the questionnaire are consistent or stable. Nun Nally in Ghozali (2012) suggests that a variable is said to be reliability if the value of Cronbach alpha > 0.60 . The reliability test results for each variable are summarized in table 2. The following is the reliability test result data

Table 2. Reliability Test Results

Variable	Cronbach Alpha	Reliability Standards	Information
Organizational Culture (X1)	0,683	0,60	Reliable
Organizational Commitment (X2)	0,909	0,60	Reliable
Leadership Style (X3)	0,900	0,60	Reliable
Employee Performance (Y)	0,904	0,60	Reliable

Source: SPSS 26 Data Processing Results. 2022

Based on table 2, the reliability value for each variable is obtained, namely: Organizational Culture variable (X1) cronbach alpha of 0.683, variable Organizational Commitment (X2) cronbach alpha of 0.909, variable Leadership Style (X3) cronbach alpha of 0.900 and for variable performance of Employee (Y) cronbach alpha of 0.904. This shows that the research instrument used is reliable because the value of Cronbach's alpha of each variable is greater than 0.60 which means that all indicators tested have a good level of reliability.

2. Test Data Analysis and Hypothesis

Multiple Linear Regression Analysis

Multiple linear regression analysis is used to prove the hypothesis of the magnitude of the influence of independent variables (Organizational Culture, Organizational Commitment, and Leadership Style) partially or simultaneously on the dependent variable (Employee Performance) at the Bontosikuyu District Office, Selayar Islands Regency.

Table 3. Multiple Linear Regression Results

Type	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	-1.080	1.908		-566	.575

Organizational Culture (X1)	.003	.074	.002	.045	.964
Organizational Commitment (X2)	.001	.016	.002	.035	.972
Leadership Style (X3)	.754	.038	-.967	-20.117	.000

a. Dependent Variable: Employee Performance (Y)

Source: SPSS 26 Data Processing Results. 2022

Based on the results of these data, a regression equation can be formed, namely:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = -1.080 + 0.003X_1 + 0.001X_2 - 0.754X_3 + e$$

From the equation formed above, the interpretation can be explained as follows:

1. The value of the constant coefficient (a) is marked negative, which is -1.080 meaning that if the independent variables which include X1 (Organizational Culture), X2 (Organizational Commitment) and X3 (Leadership Style) are constant or zero (0), then the value for the dependent variable or variable Y decreases.
2. The value of the regression coefficient (b1) of 0.003 means that the Organizational Culture variable (X1) has a positive effect on Employee Performance.
3. The value of the regression coefficient (b2) of 0.001 means that the organizational commitment variable (X2) has a positive effect on employee performance.
4. The value of the regression coefficient (b3) of 0.754 means that the Leadership Style variable (X3) has a positive effect on Employee Performance.

The results showed the value of the regression coefficient of Organizational Culture (0.003), Organizational Commitment (0.001) and Leadership Style (0.754); because $0.754 > 0.001$ and 0.003 , Leadership Style is the dominant variable of its influence on Employee Performance.

Persian Test (Test t)

The partial test (T Test) is used to determine the significance of the influence of independent variables (Organizational Culture, Organizational Commitment, and Leadership Style) individually or partially on the dependent variable (Employee Performance). The independent variable is said to significantly affect the dependent variable if the tCalculate value $>$ tTable value with a confidence level of 95% ($\alpha = 0.05$) with the number of respondents or samples in this study as many as 38 people. The method used in determining tTable is $t_{Table} = t(\alpha/2; n-k-1) = t(0.05/2; 38-3-1) = (0.025$

; **34**) so that the tTable is **2.032**. The partial T test results using SPSS version 25 can be seen in the following table:

Table 4. Test Results t

Type	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	-1.00	1.908		-566	.575
Organizational Culture (X1)	.003	.074	.002	.045	.964
Organizational Commitment (X2)	.001	.016	.002	.035	.972
Leadership Style (X3)	.754	.038	-.967	20.117	.000

a. Dependent Variable: Employee Performance (Y)

Source: SPSS 26 Data Processing Results. 2022

Based on the results shown in table 4 it can be seen that the results of the calculation of the regression coefficient from the T test above are as follows:

- 1) It is known that the Sig value for the effect of X1 on Y is 0.964 > 0.05 and the calculated value of 0.045 < 2.032, so it can be concluded that H1 is rejected and H0 is accepted which means there is no effect of X1 on Y.
- 2) It is known that the Sig value for the effect of X2 on Y is 0.972 > 0.05 and the calculated value of 0.035 < 2.032, so it can be concluded that H1 is rejected and H0 is accepted which means there is no effect of X2 on Y.
- 3) It is known that the Sig value for the effect of X3 on Y is 0.000 < 0.05 and the calculated value of 20.117 > 2.032, so it can be concluded that H1 is accepted and H0 is rejected which means there is an influence of X3 on Y.

Simultaneous Test (Test F)

The simultaneous test (Test F) is used to show whether all the independent variables (Organizational Culture, Organizational Commitment, and Leadership Style) included have an influence together on the dependent variable (Employee Performance). This test is carried out by comparing the value of fCalculate with fTable and is said to have a simultaneous influence if the value of fCalculate > from the value of fTable, using a significance level of 0.05 with a sample used in this study as many as 38 people. The method used to obtain the results of F Table is: $F \text{ Table} = F(k; n-k-1) = F(3; 38-3-1) = (3; 34)$ so that the result of F Table is **2.88**. The results of the simultaneous F test using SPSS version 25 can be seen in the following table.

Table 5 F (Simultaneous) Test Results

Type	Sum of Squares	Df	Mean Square	F	Sig.
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1	Regression	472,670	3	157,557	168,017	.000b
	Residuals	31,883	34	.938		
	Total	504,553	37			

- a. Dependent Variable: EMPLOYEE PERFORMANCE (Y)
- b. Predictors: (Constant), Work-Life Balance, Learning Organization, Social Support

Source: SPSS 26 Data Processing Results. 2022

Based on table 4.12 above, it shows that the results of the F test or simultaneous test above produce an F count of 168.017 greater than the F table of 2.88 ($168.017 > 2.88$) with a significance level of $0.00 < 0.05$ which means H_0 is rejected and H_1 is accepted. So it can be concluded that the fourth hypothesis in this study is accepted because the independent variables (Organizational Culture, Organizational Commitment, and Leadership Style) have a positive and significant effect on the dependent variable (Performance) of employees at the Bontosikuyu District office, Selayar Islands Regency.

The Influence of Organizational Culture (X1) on Employee Performance (Y)

The results showed that hypothesis 1, which is suspected that partially organizational culture has a positive and significant effect on employee performance at the Bontosikuyu Subdistrict office, Selayar Islands Regency, is rejected or unacceptable, because it cannot be proven using partial tests or t tests. Based on the processed data of SPSS version 25 shows the Sig value for the effect of X1 on Y is $0.964 > 0.05$ and the calculated value of $0.045 < 2.032$, so it can be concluded that H_1 is rejected and H_0 is accepted which means there is no effect of X1 on Y.

That is, the Organizational Culture (X1) at the Bontosikuyu sub-district office has no impact or influence on employee performance at the Bontosikuyu sub-district office, Selayar Islands Regency.

The effect of organizational commitment (X2) on employee performance (Y)

The results showed that hypothesis 2, which is suspected that partial organizational commitment has a positive and significant effect on employee performance at the Bontosikuyu District office, Selayar Islands Regency, is rejected or unacceptable because it cannot be proven using a partial test or t test. Based on the processed data of SPSS version 25, it shows that the Sig value for the effect of X2 on Y is $0.972 > 0.05$ and the calculated value is $0.035 < 2, 032$, so it can be concluded that H_1 is rejected and H_0 is accepted which means that there is no effect X2 on Y.

That is, the Organizational Commitment (X2) at the Bontosikuyu sub-district office has no impact or influence on employee performance at the Bontosikuyu sub-district office, Selayar Islands Regency.

Influence of Leadership Style (X3) on Employee Performance (Y)

The results showed that hypothesis 3, which is suspected that partially leadership style has a positive and significant effect on employee performance at the Bontosikuyu District office, Selayar Islands Regency, is accepted because it can be proven using a partial test

or t-test. Based on the processed data of SPSS version 25, it shows the Sig value for the effect of X3 on Y is $0.000 < 0.05$ and the tCalculate value is $20,117 > 2.032$, so it can be concluded that H1 is accepted and H0 is rejected which means that there is an influence X3 on Y.

That is, the Leadership Style (X3) at the Bontosikuyu sub-district office has a positive impact or has an influence on employee performance at the Bontosikuyu sub-district office, Selayar Islands Regency.

The Influence of Organizational Culture (X1), Organizational Commitment (X2), and Leadership Style (X3) on Employee Performance (Y)

The results showed that hypothesis 4, which is suspected that simultaneously organizational culture, organizational commitment, and leadership style have a positive and significant effect on employee performance at the Bontosikuyu District office, Selayar Islands Regency, accepted because it can be proven using simultaneous tests or f tests. Based on the processed data of SPSS version 25, it shows that the F count result of 168.017 is greater than the F table of 2.88 ($168.017 > 2.88$) with significance levels of $0.00 < 0.05$ which means H0 is rejected and H1 is accepted. So it can be concluded that the fourth hypothesis in this study is accepted because the independent variables (Organizational Culture, Organizational Commitment, and Leadership Style) have a positive and significant effect on the dependent variable (Performance) of employees at the Bontosikuyu District office, Selayar Islands Regency

CONCLUSION

Based on the results of data analysis obtained from 38 respondents working at the Bontosikuyu District Office, Selayar Islands Regency, the following conclusions can be drawn:

1. The results showed that of the three independent variables, only Leadership Style (X3) had a partial influence on Employee Performance (Y) at the Bontosikuyu District office, Selayar Islands Regency, evidenced by the results of the Leadership Style t test (X3) on Employee Performance (Y) showing a Sig value of $0.000 < 0.05$ and a calculated value of $20,117 > 2.032$, so it can be concluded that H1 is accepted and H0 is rejected which means there is an influence of X3 on Y.
2. Based on the results of the study showed that simultaneously the value of the regression coefficient of Organizational Culture (X1), Organizational Commitment (X2) and Leadership Style (X3) had a positive and significant effect on Employee Performance (Y) at the Bontosikuyu District Office, Selayar Islands Regency, this was evidenced by the magnitude of the calculated F value of 168.017 greater than the F table of 2.88 ($168.017 > 2.88$) with a significance level of $0.00 < 0.05$ which means H0 is rejected and H1 is accepted. So it can be concluded that all variables in this study affect the performance of employees at the Bontosikuyu District Office, Selayar Islands Regency. Although the variables of Organizational Culture and Organizational Commitment when tested partially do not have a positive and significant influence, but when they have been tested together or simultaneously, it has affected Employee Performance

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