The Effect of Leadership and Organizational Culture on Employee Performance at the Ministry of Law Office in Makassar, South Sulawesi

Muhammad Priya Brady Al Jibra[1], Akhmad Akhmad[2], Samsul Rizal[3]
[1]Universitas Muhammadiyah Makassar, Indonesia, email. muhammadpriyabradyaljibra@gmail.com.
[2]Universitas Muhammadiyah Makassar, Indonesia, email. akhmad.pide@unismuh.ac.id.
[3]Universitas Muhammadiyah Makassar, Indonesia, email. rizalsamsul09@unismuh.ac.id.

Corresponding Author: muhammadpriyabradyaljibra@gmail.com[1]

Abstract: This research is entitled "The Effect of Leadership and Organizational Culture on Employee Performance at the Makassar Kemenkum Office, South Sulawesi." This research is motivated by the importance of human resource management in increasing organizational productivity, especially through effective leadership and a strong organizational culture. This study aims to analyze the effect of leadership and organizational culture on employee performance. The research method used was a quantitative approach with data collection techniques through questionnaires, which were distributed to 69 respondents who were employees of the Makassar Kemenkum Office. The data were analyzed using multiple linear regression with the help of the SPSS version 25 application. The results showed that leadership and organizational culture had a positive and significant effect on employee performance. This finding indicates that the better the application of leadership and the stronger the organizational culture, the employee performance will also increase. The conclusion of this study is that leadership and organizational culture are two important factors that need attention in efforts to improve employee performance in government agencies.

Keyword: Leadership, Organizational Culture, & Employee Performance.

INTRODUCTION

Human Resources (HR) is a key element in the success of an organization. The quality and effectiveness of HR are not only determined by the technical capabilities of individuals, but also greatly influenced by the managerial system and work culture established by the organization. In the context of government agencies, good HR management is a benchmark for achieving the vision and mission of the organization in providing quality public services. HR covers various aspects, ranging from physical, mental, emotional, to social, which can be developed to increase employee work efficiency and productivity (Hatidah and Indriansyah, 2022).

One of the most important aspects of HR management is leadership. The leader acts as a director, guide, and strategic decision maker in achieving organizational goals. Effective

leadership is able to create a trusting work environment, reward ideas from subordinates, and create overall work comfort (Hulu, Progressive Buulolo, et al., 2021). In addition, adaptive leadership is also able to read changes, inspire, and motivate teams through open and collaborative communication (Hermawan Adinugraha, 2021).

Apart from leadership, organizational culture is also an important factor affecting employee performance. Organizational culture is a collection of values, norms, beliefs, and behaviors shared by members of the organization, which ultimately shape the way of thinking and acting in the work environment. This culture includes individual initiative, tolerance for risk, cooperation, communication, rewards, and the supervision patterns applied (Laila, 2023). Organizations with a strong culture will be able to shape the work character of employees who are proactive, innovative, and results-oriented.

Employee performance itself is the real work shown by employees in carrying out their duties in accordance with the responsibilities and policies of the organization. Performance assessment usually includes aspects of quality, quantity, timeliness, cost effectiveness, and independence (Surahman, 2022). Performance improvement is not only the responsibility of individuals, but also the result of an effective organizational system, including the role of leaders and the work culture values applied.

The phenomenon that occurs within the Makassar Kemenkum Office shows the importance of HR management based on visionary leadership and an inclusive organizational culture. Based on the 2023 Government Agency Performance Report (LKjIP), it appears that employee performance continues to be a major concern in supporting the achievement of organizational goals. Therefore, understanding the relationship between leadership and organizational culture on employee performance is crucial in creating an adaptive and competitive organization.

Based on this, this research was conducted with the aim of knowing how much influence leadership and organizational culture have on employee performance at the Makassar Kemenkum Office, South Sulawesi. This research is also expected to make theoretical and practical contributions to the development of human resource management in the public sector. The problem formulation in this study is as follows:
1. Does leadership affect employee performance at the Makassar Office of the Ministry of Law, South Sulawesi?
2. Does organizational culture affect employee performance at the Makassar Law Office of South Sulawesi?

METHOD
Type of research
This research uses a quantitative approach. This approach is used to analyze the relationship between variables by processing numerical data and using statistical tools. Quantitative research allows researchers to test hypotheses objectively based on measurable data. This study aims to measure the effect of leadership and organizational culture on employee performance at the Makassar Kemenkum Office, South Sulawesi.

Population and Sample
The population in this study were all employees of the Makassar Law Office of South Sulawesi, totaling 220 people. To determine the number of samples, researchers used the Slovin formula with an error rate of 10%. Based on these calculations, the number of samples used in this study was 69 respondents. The sampling technique used the cluster random sampling method, as stated by Margono in Lidia, Hairunisya, and Sukwatus Sujai (2018), which is a sampling technique used when the population consists of groups.

Time and Place of Research

This research was conducted at the Makassar Kemenkum Office, which is located at Jl. Sultan Alauddin No.259, Gunung Sari Village, Rappocini District, Makassar City, South Sulawesi. The research lasted for two months, from December 2024 to January 2025. During this time, researchers conducted data collection, observation, and distributed questionnaires to respondents.

Research Instruments

The instrument used in this study was a written questionnaire with a five-level Likert scale, namely "Strongly Disagree (STS)" with a value of 1, to "Strongly Agree (SS)" with a value of 5. The questionnaire was prepared to measure three variables, namely leadership, organizational culture, and employee performance. Indicators of each variable were compiled based on the theories discussed in the literature review. The instrument was tested first to ensure its validity and reliability before being used in data collection.

Research Procedure

The research process begins with the preparation of instruments, validity and reliability testing, then proceeds with data collection through distributing questionnaires to selected respondents. The data obtained from the questionnaire was then processed using SPSS statistical software version 25. The analysis was carried out to measure the validity and reliability of the instrument, as well as to conduct classical assumption tests before proceeding to multiple linear regression analysis.

Data Analysis Technique

The data analysis technique in this study begins with a validity test using Product Moment correlation to ensure that each questionnaire item is able to measure the intended variable precisely. Furthermore, the reliability test was carried out using the Cronbach's Alpha method, where the instrument is considered reliable if the alpha value is greater than 0.70. After that, a classic assumption test is carried out which includes a normality test (using the P-P Plot and Kolmogorov-Smirnov graphs), a multicollinearity test (by looking at the tolerance value ≥ 0.10 and VIF < 10), and a heteroscedasticity test through a scatterplot graph.

After the data met the basic assumptions, multiple linear regression analysis was used to measure the effect of leadership and organizational culture variables on employee performance. To see the effect of each independent variable individually, partial test (t test) is used, with significant criteria if p-value <0.05 and t count> t table. Finally, the coefficient of determination (R^2) test is used to determine how much the independent variables contribute in explaining variations in employee performance.

RESULTS AND DISCUSSION

Validity Test

The validity test is a test used to determine the feasibility of a question in defining variables. The validity test results can be seen from the corrected item-total correlation value, this value is then compared to the r table value. The value of r table is calculated using df (degree of freedom) analysis, namely the formula df = n-2 where n is the number of respondents. The validity test results are shown in the table below.

Table 1. Validity Test

Variable	Indicator	r-count	r-table	Sig.	Description
Leadership (X1)	X1.1	0,763	0.2369	0,000	Valid
	X1.2	0,861	0.2369	0,000	Valid
	X1.3	0,921	0.2369	0,000	Valid
	X1.4	0,880	0.2369	0,000	Valid

Variable	Indicator	r-count	r-table	Sig.	Description
	X1.5	0,845	0.2369	0,000	Valid
Organizational Culture (X2)	X2.1	0,752	0.2369	0,000	Valid
	X2.2	0,799	0.2369	0,000	Valid
	X2.3	0,928	0.2369	0,000	Valid
	X2.4	0,857	0.2369	0,000	Valid
	X2.5	0,889	0.2369	0,000	Valid
	X2.6	0,759	0.2369	0,000	Valid
	X2.7	0,876	0.2369	0,000	Valid
Employee Performance (Y)	Y.1	0,916	0.2369	0,000	Valid
	Y.2	0,933	0.2369	0,000	Valid
	Y.3	0,917	0.2369	0,000	Valid
	Y.4	0,945	0.2369	0,000	Valid
	Y.5	0,897	0.2369	0,000	Valid

Source: SPSS 25

Table 1. shows that the results of the validity test of all question items show a positive or valid coefficient value, because the value of r count> r table and a significant value of 0.000. so it can be concluded that all statements on the variable are valid.

Reliability Test

Reliability testing is a process to test whether research tools such as questionnaires produce consistent and stable results under the same conditions. The statement can be said to be reliable when the Cronbach alpha value is > 0.60. The results of the reliability test can be seen in the following table.

Table 2. Reliability Test

Variable	Cronbach's Alpha	N of Items	Reliability Standard	Description
Supervisor Support (X1)	0.903	5	> 0.60	Reliable
Work Balance (X2)	0.928	7	> 0.60	Reliable
Personal Life (Y)	0.955	5	> 0.60	Reliable

Source: SPSS 25

Based on the results of the reliability test above, which shows that the Cronbach's Alpha value of the leadership variable (X1) is 0.903 > 0.60 and the Cronbach's Alpha value of the organizational culture variable (X2) is 0.928 > 0.60 and employee performance (Y) is 0.955> 0.60 so it can be concluded that the variables in this study are reliable.

Normality Test

The normality test is used to identify whether there are errors in the regression model that result in an abnormal distribution. In this study, normality testing was carried out using the Normality Probability Plot Graph. This Normality Probability Plot Graph shows the criteria for determining whether data is normally distributed. If the data is spread in the diagonal line area and follows the line, then the normal distribution assumption can be accepted. Conversely, if the data deviates from the diagonal line, the regression model is not normally distributed. The results of the normality test are presented in the following figure.

Normal P-P Plot of Regression Standardized Residual
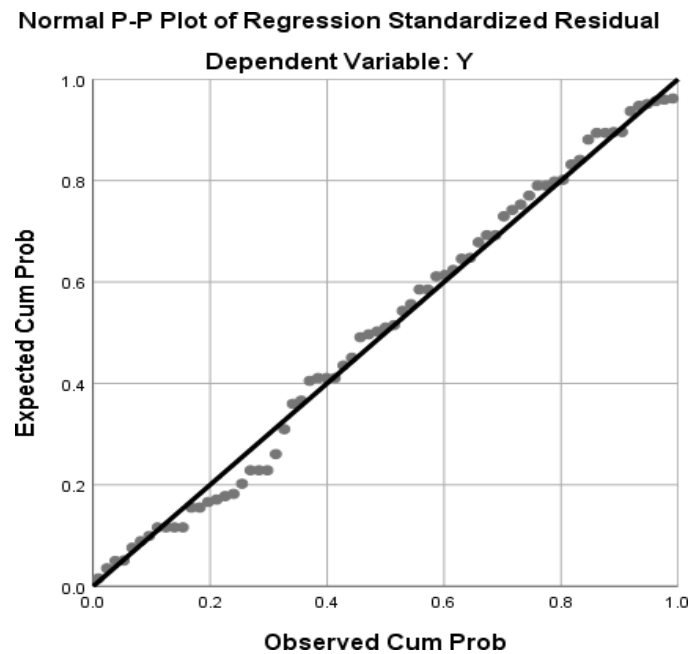
Source: SPSS 25
Figure 1. Normality Test

Based on Figure 1. above shows that the Normal P-Plot graph describes the distribution of data or dots around the diagonal line and follows the direction of the diagonal line, this means that the regression model in this study fulfills the assumption of normality.

Multicollinearity Test

The multicollinearity test is used to identify the presence of high correlation between independent variables in a regression model. If there is a high correlation between the independent variables and the dependent variable, this can cause interference. The multicollinearity test can be done by analyzing the variance inflation factor (VIF) value. If the VIF value does not exceed 10 and the tolerance value is not less than 0.1, it can be concluded that there are no symptoms of multicollinearity. The results of multicollinearity testing can be seen in the following table.

**Table 3. Multicollinearity Test**

Indicator	Tolerance	VIF	Description
Supervisor Support (X1)	0.977	1.023	Non-Multicollinearity
Work Balance (X2)	0.977	1.023	Non-Multicollinearity

Source: SPSS 25

Based on Table 3. It can be seen that the leadership and organizational culture variables have a tolerance value above 0.1 and VIF is smaller than 10. This means that in the regression equation model there are no multicollinearity symptoms so that the data can be used in this study.

Heteroscedasticity Test

The heteroscedacity test is used to see the inequality of variance in the residuals from one observation to another in the regression model, in this study using a scatterplot. The following are the results of the heteroscedacity test:
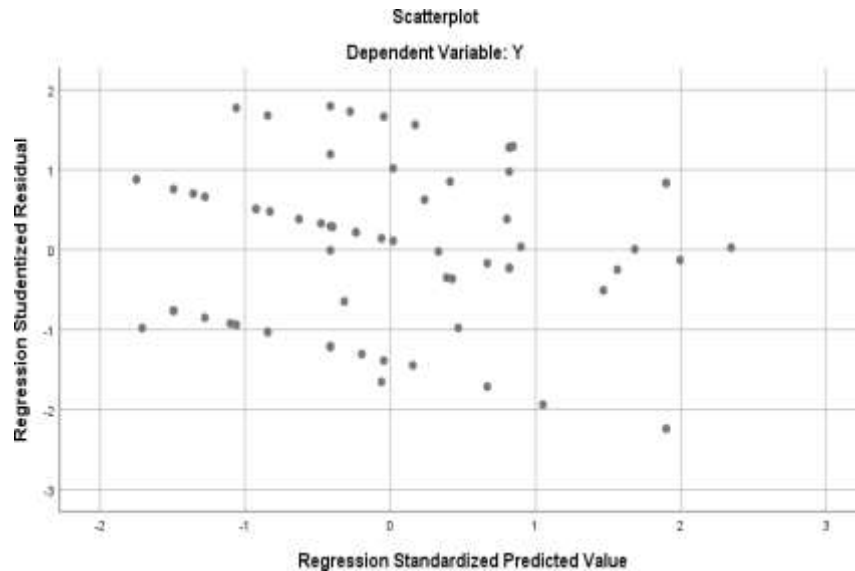
Source: SPSS 25
Figure 2. Scatterplot Heteroscedasticity Test

Based on Figure 2. the scatterplot graph shows that the points are scattered without a certain pattern, either conical or systematic (curved or clustered), and distributed above and below zero on the Y axis. Therefore, based on this scatterplot graph, there is no strong indication of heteroscedasticity, so the assumptions in the regression model are met. Therefore, the regression model applied is valid and able to provide precise estimates.

Multiple Linear Regression Test

This study uses multiple linear regression to analyze the relationship between the dependent variable and two or more independent variables. The dependent variable in this study is employee performance, while leadership and organizational culture serve as independent variables. The results of multiple linear regression analysis can be seen in the following table:

Table 4. Multiple Linear Regression Test

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig
		B	Std. Error	Beta		
1	(Constant)	7.738	3.506		2.207	.031
	Leadership (X1)	.304	.127	.275	2.403	.019
	Organizational Culture (X2)	.248	.119	.239	2.082	.041

a. Dependent Variable: Employee Performance

Source: SPSS 25

Based on the results of multiple linear regression analysis shown in the equation

$$Y = 7.738 + 0.304.X_1 + 0.248.X_2 + \varepsilon$$

Where Y is the employee performance variable, X_1 is leadership, and X_2 is organizational culture, it can be concluded that the constant of 7,738 indicates the value of employee performance when the leadership and organizational culture variables are zero. The leadership regression coefficient is 0.304 and the organizational culture coefficient is 0.248, both of which are positive, indicating that an increase in leadership and organizational culture significantly

has a positive effect on improving employee performance at the Makassar City Ministry of Law office.

Hypothesis Test

Based on the t-test results listed in Table 4. hypothesis testing shows that both leadership (X1) and organizational culture (X2) variables have a significant effect on employee performance (Y).

1. First hypothesis (H1), the leadership significance value of 0.019 is smaller than 0.05 and t count> t table, so H1 is accepted and it can be concluded that leadership has a positive and significant effect on employee performance with a t value of +2.403.
2. Second hypothesis (H2), organizational culture has a significance value of 0.041 which is also smaller than 0.05 with t count> t table, so H2 is accepted and organizational culture is proven to have a positive and significant effect on employee performance with a t value of +2.403.

Test Coefficient of Determination (R2)

The purpose of the coefficient of determination is to determine how much contribution the influence of the dependent variable can be explained by the independent variables in a regression model. The coefficient of determination is usually expressed in the form R^2, which has a value between 0 and 1. The closer to 1, the greater the proportion of variation in the dependent variable that can be explained by the independent variables in the model. The coefficient of determination table can be seen from the following table.

Table 5. Test Coefficient of Determination (R2)
Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.391[a]	.153	.127	3.370

a. Predictors: (Constant), Leadership, Organizational Culture
b. Dependent Variable: Employee Performance
Source: SPSS 25

From table 5. there is an R value of 0.391 which indicates that the relationship between employee performance and the two independent variables is strong, because it is within the definition. The R square value of 0.153 or 15.3% indicates that the employee performance variable can be explained by the leadership and organizational culture variables by 15.3%, while the remaining 84.7% is explained by other variables not included in this study.

CONCLUSION

Based on the results of the analysis and discussion that has been carried out, it can be concluded that leadership and organizational culture have a positive and significant effect on employee performance at the Makassar Kemenkum Office, South Sulawesi. This result proves that the applied leadership style is able to provide direction, support, and create a conducive work environment for improving employee work performance. In addition, a strong and well-internalized organizational culture in the work environment, such as individual initiative, open communication, and teamwork, is proven to encourage employee performance to be more optimal.

This finding answers both problem formulations in the study, namely that both leadership and organizational culture each have a real influence on employee performance. Thus, the research objective to determine and analyze the influence of the two variables on performance has been achieved. In the context of scientific development, these results strengthen previous

theories regarding the important role of transformational leadership and organizational culture in human resource management, especially in the public sector.

Practically, this study suggests the importance of strengthening leadership competencies and instilling a healthy work culture in government organizational structures. The application of more humanistic, participatory, and data-based managerial techniques can be a continuous improvement in the bureaucratic system, not only to improve employee performance but also to build professional and accountable government institutions in the future.

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