

## THE EFFECT OF ORGANIZATIONAL COMMITMENT, LEADERSHIP AND CULTURE TOWARD PERFORMANCE OF ASN EMPLOYEES IN THE REGIONAL SECRETARIAT OF HALTIM DISTRICT

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**Abstract:** This study aims to examine the effect of independent variables which include organizational commitment, leadership style, and organizational culture toward dependent variable, namely employee performance. Research data is primary data in the form of a questionnaire with a Likert scale distributed directly to all research respondents. The sample in this study were employees of the State Civil Apparatus (ASN) within the scope of the Regional Secretariat of East Halmahera Regency with a total of 105 respondents. The data analysis method in this study uses multiple linear regression analysis. The results obtained by the regression equation  $Y = 48.541 + 0.788X_1 + 0.159X_2 + 0.146X_3$ . The partial analysis results obtained t test, organizational commitment of (4, 13), leadership style of (6, 1434), organizational culture of (7, 119) > t table (1, 983) then  $H_0$  is rejected. So it can be concluded that there is a partial effect on employee performance. While the results of the simultaneous analysis using the F test obtained the calculated F value (69,032) > F table (3, 09) then  $H_0$  is rejected. Thus, it can be concluded that organizational commitment, leadership style, and organizational culture together (F test) has a positive effect on the performance of ASN employees in the Regional Secretariat of East Halmahera district.

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

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### INTRODUCTION

In implementing each work program of the organization always has a way to achieve its goals. The role of each employee is crucial on good service. Organization is a group of people who work together in a formal, structured, and mutually coordinated system to achieve certain goals (Hasibuan & Melayu, 2016). The main factor that becomes the criteria for achieving an organizational goal is to identify and measure employee performance. An effective organization is an organization that is able to achieve the targets and goals that

have been set. Along with the times, every organization is required to provide the best service in order to compete, especially in organization or government agencies (Robbins & Judge: 2013).

Employees are the most important human resource in an organization because they can determine the level of productivity or progress of the organization (Mathis & Jackson, 2011). Even though the organization has sophisticated facilities and infrastructure, without the support of the employees' skill, it cannot run and develop properly. By creating a positive cultural

work in an organization, it can contribute the employee performance.

The problem that occurs in the scope of the Regional Secretariat of East Halmahera Regency is the decline in employee performance. This is based on the results of observations conducted from July to September 2019. It is known that approximately 50%-56% of employees who arrive late and leave work earlier per day in office hour. In addition to employees who come late and leave work earlier, the decrease in work discipline of employees is also influenced by employees who come to the office but are not actively working or working but less in office hours. This range is around 45-52%. Furthermore, employees who go to the office, nevertheless, they do not work according to their main duties and tend to neglect their work is in the range of 45-54%. Likewise, the employees who are not focusing on completing their work (incomplete work) counted as about 47-56%. As well as approximately 23-49% of employees who received a warning letter from the Regent of East Halmahera because they never go to the office and without information of absence.

Organizational culture related to work discipline is one of the factors that affects the decline of employee performance (Marihot & Hariandja 2009). Work discipline of employees can be seen from the punctuality of employees coming to the office and when they leave the office not base oh the office hours regulations. This phenomenon can also give employees a sense of dissatisfaction with the policy of government government bureaucracy within the Regional Secretariat, resulting in a decrease in the performance of the employees.

Another factor that affects the decline in performance of organization is organizational commitment. Organizational commitment is related to individual involvement, identity, and loyalty to the organization and its goals. Organizational

commitment is expected to improve the performance of employees to carry out work seriously. High organizational commitment makes individuals care about the fate of the organization and attempts to do their best in the interests of the organization (Robbins & Coutler, 2010). In addition to organizational commitment, leadership style is also a problem in organizations. A leader must pay attention to leadership style, because it can affect the performance of employees properly, as well as build a motivation that results in high productivity for the progress of organization (Ardana et al., 2011).

Based on the above problems, the objectives of this study is to analyze the influence of organizational commitment, leadership style and organizational culture on the performance of ASN employees in the Regional Secretariat of East Halmahera Regency.

## RESEARCH METHOD

### Data Sources

Primary data from this study were obtained from questionnaires that were distributed and tabulated to respondents. While Secondary Data were obtained from the from reports or documents that have been recorded in archival files and profiles as well as document studies. The object of this research is all 142 employees of the State Civil Apparatus (ASN) who are registered and working at the Regional Secretariat of East Halmahera Regency.

### Technique of Collecting Data

Sampling in this study uses purposive sampling method. This study uses a part sample of all employees who work at the Regional Secretariat of East Halmahera Regency with a total of 105 employees. To determine the sample size, the Slovin formula is used (Sugiyono, 2009). The calculations are as follows:

$$n = \frac{N}{1 + Ne^2}$$
$$n = \frac{142}{1 + 142(0,05)^2} = \frac{142}{1,355} = 105$$

where:

- $n$  : Total minimum sample
- $N$  : Total population
- $e$  : error margin (5%)

### Methods of Analysis

This research was conducted using descriptive analysis method by describing generally about the research data, describing the facts, and providing information either directly or indirectly gathered in the field. Meanwhile, the inference analysis used in this study is multiple linear regression analysis. Multiple regression analysis is used to determine the effect of independent variable toward dependent variable (Sugiyono; 2011). The form of multiple linear regression equation is as follows:

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

where :

- $Y$  : performance of ASN employee
- $b_1$  : regression coefficient of commitment
- $b_2$  : regression coefficient of leadership style
- $b_3$  : regression coefficient of organizational
- $a$  : regression constant
- $X_1$  : organizational commitment
- $X_2$  : Leadership style
- $X_3$  : organizational culture

Hypothesis:

- $H_1$ : Organizational commitment has a positive effect toward the performance of ASN employees in the Regional Secretariat of East Halmahera Regency.
- $H_2$ : Leadership style has a positive effect toward the performance of ASN employees in the Regional Secretariat of East Halmahera Regency
- $H_3$ : Organizational culture has a positive effect toward the performance of ASN employees in the Regional Secretariat of East Halmahera Regency
- $H_4$ : Leadership style, organizational commitment and organizational culture simultaneously have a positive effect toward the performance of ASN employees in the scope of the

Regional Secretariat of East Halmahera Regency.

### RESULTS AND DISCUSSIONS

Based on the results of research conducted on 105 respondents at the Regional Secretariat of East Halmahera Regency, the descriptive characteristics of respondents and inferential analysis are as follow:

#### Descriptive Analysis of Employees/Respondents

**Table 1. Description of Respondents Based on Gender**

Gender	Frequency	Percentage (%)
Male	42	40
Female	63	60
Total	105	100

Source: Primary data, 2020

Table 1 shows that the majority of respondents in this study were dominated by female, which reached 60% or 63 respondents, while male were 40% or 42 respondents.

**Table 2. Description of Respondents Based on Working Period**

Working Period	Frequency	Percentage (%)
< 5	41	39,05
5 - 10	25	23,81
11 – 15	33	31,43
> 15	6	5,71
Total	105	100

Source: Primary data, 2020

Table 2 reveals that most of employees have a majority of less than 5 years service reaching 39.05% or as many as 41 respondents. While respondents with tenure of 11-15 years amounted to 31.43% or 33 respondents. This is because the range of the working period is influenced by the number of ASN recruits and transfers that occur

within the Regional Secretariat of East Halmahera Regency.

**Table 3. Description of Respondents Based on Education**

Education	Frequency	Percentage (%)
Junior High	2	1,90
Senior High	39	37,14
Diploma	18	17,14
S1	42	40
S2	4	3,81
Total	105	100

Source: Primary data, 2020

It can be seen from table 3 that most participants graduated from undergraduate level as much 40% or 42 respondents, followed by high school levels (37.14% or 39 respondents). This may be influenced by the number of required ASN employees who have a bachelor's degree (S1) and the appointment of honorary employees to civil servants who only have junior high school education.

### Results of Inference Statistical Analysis

#### Validity test

The results of the validity test show that each question in the variable of organizational commitment ( $X_1$ ), leadership style ( $X_2$ ), organizational culture ( $X_3$ ) and employee performance (Y) has a correlation value ( $r$  count)  $\geq 0.191$  (at the significance level of 5% or 0.05). Therefore, each question in variable is valid and can be used to measure the variables in this study.

#### Reliability Test

**Table 4. Results of Reliability Test**

Variable	( $\alpha$ )	Conc
Organizational commitment ( $X_1$ )	0.761	Reliable
Leadership style ( $X_2$ )	0.909	Reliable
Organizational culture ( $X_3$ )	0.622	Reliable
Employee performance (Y)	0.843	Reliable

Source: Primary data, 2020

From the results of the reliability test as shown in Table 4, the result of the Cronbach's alpha ( $\alpha$ ) coefficient for Variable of Organizational Commitment ( $X_1$ ) is  $0.761 > 0.60$ , Variable of Leadership Style ( $X_2$ ) is  $0.909 > 0.60$ , Variable of Organizational Culture ( $X_3$ ) is  $0.622 > 0.60$ , and Variable of Employee Performance (Y) is  $0.843 > 0.60$ . It can be concluded that all variables are reliable.

#### Normality test

**Table 5. Results of Normality test One Sample Kolmogorov-Smirnov Test**

Variable	Sig	Conc
Organizational commitment ( $X_1$ )	0,747	Normal
Leadership style ( $X_2$ )	0,590	Normal
Organizational culture ( $X_3$ )	0,583	Normal
Employee performance (Y)	0,496	Normal

Source: Primary data, 2020

The results of the normality test show that the significance value of the One Sample Kolmogorov-Smirnov Test for Variable of Organizational Commitment ( $X_1$ ) obtained from Asymp Sig. is  $(0.747) > 0.05$ , the variable of leadership style ( $X_2$ ) obtained from Asymp Sig. is  $(0.590) > 0.05$ , Variable of Organizational Culture obtained from Asymp Sig. is  $(0.583) > 0.05$ , and Variable of Employee Performance (Y) obtained from Asymp Sig. is  $(0.496) > 0.05$ . Thus, it can be concluded that the research data used for each of these variables are normally distributed.

#### Determinant Coefficient ( $R^2$ )

**Table 6. Determinant Coefficient**

Model	R	R Square	Adjusted R Square	Std. error of the Estimate
1	.748 <sup>a</sup>	.401	.412	5.499

Source: Primary data, 2020

Determinant Coefficient (R Square) is 0.401 or 40.1%. It shows that the percentage of

contribution from the influence of the independent variable of Organizational Commitment, Leadership Style, and Organizational Culture toward the dependent variable of Employee Performance is 40.1%. The remaining 59.9% is influenced by other variables that are not included in this research model.

### Multiple Regression Equation

**Table 7. Multiple Regression Coefficient**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	48.541	10.532		4.609	.000
	Komitmen Organisasi	.788	.106	.074	4.130	.024
	Gaya Kepemimpinan	.159	.097	-.016	6.434	.010
	Budaya Organisasi	.146	.131	.111	7.119	.000

Source: Primary data, 2020

Based on table 7, it shows that the effect of Organizational Commitment ( $X_1$ ), Leadership Style ( $X_2$ ), and Organizational Culture ( $X_3$ ) toward Employee Performance (Y) is obtained from a regression is:

$$Y = 48.541 + 0.788X_1 + 0.159X_2 + 0.146X_3$$

The constant value ( $a$ ) assumes that Employee Performance (Y) is 48,541, if the variable of Organizational Commitment ( $X_1$ ), Leadership Style ( $X_2$ ), and Organizational Culture ( $X_3$ ) is 0.

**Table 8. Multiple Regression Coefficient**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	62.629	3	20.876	69.032	.000 <sup>b</sup>
	Residual	3054.418	101	30.242		
	Total	3117.048	104			

Source: Primary data, 2020

### Partial Test (t test)

- For the variable of Organizational Commitment ( $X_1$ ), it is obtained that t count (4.13) > t table (1.983) or the Sig value (0.024) < (0.05),

then  $H_0$  is rejected. Thus, it can be concluded that there is an influence between Organizational Commitment toward Employee Performance.

- For the variable of Leadership Style ( $X_2$ ), it is obtained that t count (6.434) > t table (1.983) or the Sig

rejected. Thus, it can be concluded that there is an influence between Leadership Style toward Employee Performance.

- For the variable of Organizational Culture ( $X_3$ ), it is obtained that t count (7,119) > t table (1.983) or the Sig value (0.000) < (0.05) then  $H_0$  is rejected. Thus, it can be concluded that there is an influence between Organizational Culture toward Employee Performance.

It can be seen from table 8 that F count

(69.032) with the level of significance using 5% ( $\alpha = 0.05$ ). While F table (3.09). It means that the value of F count (69.032) > F table (3.09) or the value of Sig (0.000) < (0.05), then  $H_0$  is rejected. Thus, it can be concluded that Organizational Commitment, Leadership Style, and Organizational Culture

have a significant influence toward the Performance of ASN employee at the Regional Secretariat of East Halmahera Regency.

### **The Effect of Organizational Commitment toward Employee Performance**

Organizational Commitment has a significant influence on the Performance of ASN employees at the Regional Secretariat of East Halmahera Regency. This means that with a strong organizational commitment will encourage leaders to strive in achieving the organizational goals. There are three main commitments as the indicators to support the organizational performance, especially in the scope of the Regional Secretariat of East Halmahera Regency, namely:

- 1) Effective commitment includes a strong desire to become a civil servant, a sense of pride in being an ASN employee, being happy to work as an ASN employee, an having an emotional connection, being involved in achieving organizational goals and will survive as an ASN even though the salary is relatively low.
- 2) Normative commitment includes encouragement to be a better teamwork, a feeling of guilt on leaving the organization, an effort expected to make better organization, office becomes a second home for employees, and a sense of responsibility towards the company.
- 3) Continuous commitment includes staying in the company is a necessity, very hard to ask to leave the office, and fascinating to spend the rest of career as ASN.

### **The Effect of Leadership Style toward Employee Performance**

Leadership Style has a significant influence toward the Performance of ASN employees at the Regional Secretariat of East Halmahera Regency. Leadership style is a behavior shown by leaders in influencing other people or employees. There are three

main indicators of the leadership style obtained in this study:

- 1) Indicators of influence; leader always makes ASN employees feel at ease in their presence and the leader makes policy of steps in completing a job.
- 2) indicators of motivation; leader always encourages employees to produce good quality work, makes changes and always listen to the needs, difficulties and complaints of employees, and helps employees to resolve conflicts in work and between individuals.
- 3) Indicators of information; leader always provides fast and appropriate methods in completing work, emphasizes employees to work based on the existing rules, tries to instill the employees to understand the main duties and functions of the organization.

### **The Influence of Organizational Culture toward Employee Performance**

Organizational culture in the internal ASN can have an influence on all behaviors proposed by the agency in order to have good results, so that it has an impact on the benefits of ASN employees because it will give confidence to their work. The results of this study indicate that there are three indicators of organizational culture to support the organizational performance, especially in the scope of the Regional Secretariat of East Halmahera Regency, namely:

- 1) Indicators of compensation; employees are given compensation in creating new innovation in completing work. Employees are also rewarded for their responsibilities in tasks.
- 2) Indicators of working conditions; leader always evaluates the work of employees to make them able to complete to a job. Employees must be able to meet the targets that have been set.
- 3) Indicators of Employee Relations; employees must have a high tolerance attitude among other fellows. Employees also always motivate other fellows to complete their work.

- 4) indicators of Possibility Development; employees must be able to compete with others. Employees also must complete the work base on the established standards and with a high level of difficulty.

### **The Influence of Organizational Commitment, Leadership Style, and Organizational Culture toward Employee Performance**

Organizational Commitment, Leadership Style, and Organizational Culture have a significant influence on the Performance of ASN employees at the Regional Secretariat of East Halmahera Regency. Performance is the result of behavior shown by an ASN employees in completing work according to their potential expertise, where the target of the work can be completed efficiently and does not exceed the specified time limit in order to produce the positive impact to organization, the wider community, or even for the employees themselves. Performance is the result in quality and quantity of work achieved by employees in carrying out jobs in accordance to their responsibilities.

### **CONCLUSIONS**

Based on the results of the study, it can be concluded that:

1. Partially (t test), organizational commitment has a positive effect toward employee performance. This means that with a high organizational commitment, the performance of ASN employees at the Regional Secretariat of East Halmahera Regency has also increased.
2. Partially (t test), Leadership style has a positive effect toward employee performance. This means that with a high leadership style, the performance of ASN employees at the Regional Secretariat of East Halmahera Regency has also increased.
3. Partially (t test), organizational culture has a positive effect toward employee performance. This means that with a high organizational culture, the performance of ASN employees at the Regional Secretariat of East Halmahera Regency has also increased.
4. Simultaneously (F test), organizational commitment, leadership style and organizational culture have a positive effect toward employee performance. This means that with a high organizational commitment, leadership style, and organizational culture, the performance of ASN employees at the Regional Secretariat of East Halmahera Regency has also increased.

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