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## ANALYSIS OF THE RELATIONSHIP BETWEEN LEADERSHIP AND ORGANIZATIONAL CULTURE WITH VILLAGE DEVICE PERFORMANCE

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### ABSTRACT

The purpose of this study is to analyze the relationship between leadership and organizational culture and the performance of village officials at the same time, and to build a model of the relationship between leadership and organizational culture and the performance of Pesanggrahan village officials in Batu District, Batu City. The questionnaires were distributed to 30 employees of the Pesanggrahan Village office in Batu City as respondents. The research design is quantitative associative, with an explanation method that explains the relationship between leadership and organizational culture variables and employee performance. A survey of all respondents, namely village office employees, was used as the sampling technique. Multiple regression techniques are used to test hypotheses, and the model is determined using the correlation coefficient (r) and the coefficient of determination (R<sup>2</sup>). Statistical tests show that the value of t-count > t table for leadership is 5,533 > 2,042, demonstrating a direct relationship between leadership and employee performance. There is a correlation between organizational culture and the performance of village officials where the value of t count (3.830) > t table (2.042). While the F test (2.406 < 3.320) as a test interpretation between leadership and organizational culture with village officials' performance also demonstrates the results of an indirect relationship between the two independent variables and the dependent

variable.  $0.03 < 0.05$  and  $t\text{-count} = 5.533 > 2.042$ . So we can conclude that H1 is accepted, implying that X1 and Y have a relationship. The t value is  $3.830 > 2.042$  and the second hypothesis testing calculation for the relationship between X2 and Y is  $0.04 < 0.05$ . So we can conclude that H2 is accepted, implying that X2 and Y have a relationship.

**Keywords:** Leadership, Organizational Culture, Employee Performance.

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## INTRODUCTION

Faced with the globalization era, the role of a competent leader must demonstrate that they have different styles in order to successfully realize the organization's vision and mission and provide the best results, and various studies have also proven the impact of leadership on performance to be a complex problem where society demands improvement. The welfare of life and the improvement of human resources in particular are responsible for the success of development implementation so that the community's expectations to obtain services and improve the quality of development can be met to the greatest extent possible, because the consequences of village governance, both qualitatively and quantitatively, are the issues of greatest concern. The community's assessment of the performance of the village apparatus as a responsibility that has been carried out must be satisfied. Leader behavior can also be seen when giving orders, giving assignments, communicating, motivating people under leadership, guiding and guiding, as well as how leaders discipline, control, and supervise employees, reprimand, and impose sanctions or penalties. Competent leaders must demonstrate that they have different styles in order to differentiate their employees and then succeed in realizing the organization's vision and mission in order to provide the best results, and various studies have also demonstrated the impact of leadership on performance (Lagantondo, 2019).

According to Avolio (2009), "moral people" are those who imitate "normatively" behavior in such a way that they appear honest, trustworthy, and can be trusted by others because they are considered as fair decision makers and ethical principles, caring, and "moral person" is about how others perceive the character, traits, attributes, and personal characteristics of ethical leaders, authentic leadership, servant leadership, transformational leadership, and all forms of leadership. The dominant leadership role appears even clearer when associated with the need to interact with an ever-changing and evolving environment as a result of rapid progress in the field of knowledge or technology. Determine organizational goals, motivate followers to achieve goals, and influence the group and its culture to improve. Furthermore, there is one certainty that organizational culture and leadership influence organizational performance, and a well-designed structure will improve employee performance success (Candra, 2017). This information statement assumes that the current situation, that is, the leader can defer his subordinates' responsibilities when doing "outside work," while the subordinates always do their work, while waiting for your return, the principle and function of carrying the burden should always be under the direct supervision of the leader. Regarding that, fingerprint data that proved to be accurate was not used in the office, so employees could enter and leave the office without following SOPs (Standard Operating Procedures) and could only leave the office verbally and informally. Cultural factors in this arrangement have a significant impact on employees' ability to carry out their duties and functions.

As confirmed in (Law Number 23 of 2014, n.d.) concerning Regional Government and (Law Number 6 of 2014, n.d.) concerning Villages as part of the Village Government, it is explained

that the Government village or pronounced by other names the village head and village officials as a factor in organizing village government. The village consultative body, abbreviated as BPD (Village Consultative Department), is an institution that is the embodiment of democracy in village government administration as a factor in implementing village government and has autonomous rights and regional boundaries, as well as the right to manage resources and customs or manage the interests of local communities respected in the government system of the Unitary State of the Republic of Indonesia. The village apparatus in Pesanggrahan Village, Batu district, Batu city is led by a village head and consists of village features or village officials such as the village head, hamlet head, village secretary, hamlet, and neighborhood. The village head is in charge of carrying out government affairs, such as regulating the lives of residents with village authority, such as creating village regulations, community institutions, establishing Village-Owned Enterprises, and village cooperation. Development activities include empowering residents to provide village facilities such as village routes, bridges, irrigation, markets, and community affairs. Community affairs include empowering citizens by fostering residents' socio-cultural lives in areas such as health, learning, and customs. Work environment, work culture, work motivation, organizational culture, job satisfaction, and the presence of competition in order to obtain work performance or recognition from others can all be factors in motivating others at work. In this case, competition is healthy competition to achieve work performance. (Mustakim, 2015).

Village officials' performance activities in Pesanggrahan Village, Batu District, Batu City reflect certain successes in various village management agencies. The successful implementation of several village government systems can be seen in the development of various village areas, the public services provided to the community, the creation of security and peace in village life, the community environment, and how village leaders resolve disputes between communities through deliberation. The ability and efforts of village leaders in building and developing, achieving common goals and maintaining common life, village effectiveness and efficiency cannot be separated from the success factor of village government. Even though they have not received uniformity in organizational culture and accept it wholeheartedly, it is sometimes judged that the performance of the apparatus in Pesanggrahan village is poor, which is one of the factors that make leadership less successful on employee performance.

### **RESEARCH METHOD**

According to Sugiyono (2003), associative research is research that aims to determine the effect or also the relationship between two variables. This research uses quantitative methods in the type of explanation by means of a survey so, at the level it is included in associative with a clause form (cause and effect relationship). This research is more advanced than descriptive and comparative research because it allows for the development of a theory that can explain and control a data fact.

This study's analysis focused on three variables: two independent variables and one dependent variable. Each variable's name is changed to a symbol for analysis purposes.

The leadership variable is denoted by the letter X1, the organizational culture variable by the letter X2, and the performance variable by the letter Y. This study's hypothesis was tested by looking for the coefficient of the relationship between the variables X1 and Y, X2 and Y, and X1X2 and Y. (influenced) variable and dependent variable (influenced variable). Leadership

and organizational culture are independent variables in this study, while performance is the dependent variable.

## **RESULTS AND DISCUSSION**

Based on the data that has been processed, it can be concluded that the respondent's response to the Leadership variable (X1) is positive, as evidenced by the average respondent's answer of 35%. (thirty five percent). carried out by the village head was carried out quite well, despite the fact that it was not routine, as evidenced by how the village head made decisions even to supervise and direct his members later, another statement of 34.33% (thirty four point thirty three percent) of respondents said it was good, namely carried out routinely from programs owned by the village head such as inviting members to evaluate each result of the work being carried out, 16.33% (sixteen point thirty three percent) of respondents said it was very good, referring to the achievement of each village head leadership target that was carried out well even routinely, as evidenced by how the village head listens to previous suggestions when making decisions to ensure proper deliberation, then provides solutions, supervises, directs, guides village officials, and always provides a conducive atmosphere. stated that it was not good, and 1% (one percent) stated that it was not very good, where this did not run on a regular basis as the village head and village officials desired.

The research results on the Organizational Culture variable (X2) are positive based on the average respondent's answers with a good percentage of 32.33% (thirty-two point thirty-three percent), which explains that the organizational culture in it runs regularly even though it has not been continuously with examples of how discipline, accuracy, responsibility in carrying out tasks, tolerance, and communication are carried out. While other statements stated that 31.33% (thirty one point thirty three percent) of respondents were quite good with the organizational culture variables that had not been carried out routinely and continuously, a number of respondents 18.33% (eighteen point three twenty three percent) said it was very good, 6% (six percent) said it was not good, and 0% (zero percent) said it was not very good because they felt they had not achieved.

Furthermore, the research results for the employee performance variable (Y) are positive when looking at the average respondent's answers well with a percentage of 38.00% (thirty eight percent) of the statements of 30 respondents, as seen from the timeliness in working on the job, the success of building relationships, being responsible for every process until the results are achieved, good communication, efficiency and effectiveness of work in terms of quality. While other statements stated that it was quite good, (16.67%) stated that it was very well, (6%) stated that it was not good, and (0%) stated that it was not very good, the respondents felt that the variables above had not been implemented properly and continuously, so they felt they had not reached the specified target.

### **Leadership and Performance of the Pesanggrahan Village Apparatus in Batu City**

The calculation for the relationship between X1 and Y when testing the first hypothesis is  $0.03 < 0.05$ , and the t-count is  $5.533 > 2.042$ . As a result, H1 is accepted, implying that there is a relationship between X1 and Y that is supported by research. The calculation is based on the average of the responses from each dimension and the questionnaire statements. The dimension of the leader-member relationship is the highest dimension, as evidenced by the responses of the respondents, who saw that the leader could communicate well with his subordinates and treat his subordinates well, did not have a bad attitude towards his subordinates, and that the

village head could motivate and be friendly to his subordinates. There are numerous opportunities for subordinates to communicate suggestions, considerations, or opinions, and the village head can develop his subordinates. The task structure dimension is the lowest dimension. This demonstrates that the village head's planning, directing his subordinates to work in accordance with the objectives, making the right decisions, and assigning tasks to subordinates are still deemed unsatisfactory by BUMDes (Village Owned Enterprises) members. Furthermore, based on the overall recapitulation of respondents' responses to each indicator, it is clear that leadership quality falls into the good category. This is obtained by scoring the total respondents' answers, which are then classified into five categories of answers: very good, good, moderate, bad, and very bad, and then processed using SPSS for Windows version 16. Based on the table explanation that the value is included in the interval  $53.4 < X = 59.2$ , the average value is 53,91, indicating that the leadership quality of the Minggirsari village head falls into the "good" category (Nisa, 2018).

The following are the study's conclusions, based on the author's data analysis results: 1). According to the Multiple Linear Regression Analysis  $Y = 4.243 + 0.472X_1 + 0.359X_2$ , the constant value of 4.243 indicates that if leadership style and work motivation are ignored, the employee performance score is 4.243. Each addition of one unit of leadership style score ( $X_1$ ) will increase employee performance scores by 0.472 by maintaining a work motivation score ( $X_2$ ).) will increase employee performance scores by 0.539 by maintaining the leadership style score ( $X_1$ ). 2). Based on the F test results (simultaneously), the F-count value obtained is 10.850, which is greater than F-table 3.170; this is also supported by the significant level value of 0.000\*\*, or the significance obtained is less than  $\alpha = 0.05$ , indicating that  $H_0$  is rejected and  $H_a$  accepted. As a result, it is possible to conclude that leadership style and work motivation have an impact on the performance of employees of the Ministry of Religion in the Ogan Komering Ulu district (Kurniawan, 2017). Then it was mentioned that leadership, work environment, and office facilities had a significant influence on the performance of village officials in Limpung District, Batang Regency. Leadership, work environment, and office facilities have a 52.8 percent influence on the performance of village officials in Limpung District, Batang Regency (Rina Erla, 2015).

### **Organizational Culture and Performance of Village Apparatus in Pesanggrahan Village, Batu City**

The calculation for the relationship between  $X_2$  and  $Y$  when testing the second hypothesis is  $0.04 < 0.05$ , and the t-count is  $3.830 > 2.042$ . As a result,  $H_2$  is accepted, implying that there is a relationship between  $X_2$  and  $Y$ , which is supported by Sumarsih's (2009) research, namely the influence of organizational culture and work motivation on the performance of village officials. According to the regression analysis, the organizational culture variable had no effect on moderating the relationship between work motivation and village officials' performance. This is based on a t-count of -1.351 and a -value of  $(0.183) < 0.05$ . This demonstrates that the organizational culture of work motivation has a significant effect on the performance of village officials in Kalijambe District, Sragen Regency, so that the influence of organizational culture with work motivation on the performance of village officials in Kalijambe District, Sragen Regency has a significant effect. Based on the findings of this analysis, it is possible to conclude that the performance of village officials in Kalijambe District has a high organizational culture, allowing them to motivate workers to complete their primary tasks.

Reni's (2019) research explains how organizational culture variables such as innovation and risk taking, result orientation, people orientation, team orientation, aggressiveness, and stability/stability affect the performance of the apparatus in financial management both collectively and individually. in the regency of Tanah Datar The regression test results show that the significant value is less than 0.05, indicating that  $H_0$  is rejected and  $H_a$  is accepted. The findings of this study back up research conducted by researchers in a variety of locations who discovered that organizational culture has a significant impact on performance. As a result, if an organization's organizational culture and work ethic are poor, so will its employees' performance. Furthermore, Sudirjo (2015) found that organizational culture, leadership, and job satisfaction all have a significant impact on employee performance.

According to dwi Sudaryanti's research (2020), the sig. value for the organizational culture variable is 0.023, which is less than 5%, indicating that organizational culture influences the performance of the village government, thus supporting hypothesis H2. Organizational culture has a significant impact on the behavior of its members. A positive organizational culture will almost certainly have an impact on the service quality of good government employees. Village arrangements in Law No. 6 of 2014 concerning villages have an impact on changes in organizational culture, which must inevitably face a series of adaptations that must be carried out. The village is implementing this Village Law.

#### **Leadership and Organizational Culture with Village Apparatus Performance in Pesanggrahan Village, Batu City**

Based on the results of hypothesis testing, the results obtained from the F test concluded that the value for the relationship between the X1 and X2 variables concurrently with the Y variable is  $0.109 < 0.05$  and the value of F-count is  $2.406 > F\text{-table } 3.320$ . As a result, it is possible to conclude that there is no direct relationship between the two independent variables (leadership and organizational culture) and the dependent variable, namely the performance of village officials. This could be due to a variety of influencing factors, including the average length of service for village officials. Still under 5 (five) years, so it has a less-than-optimal impact on the internal implementation of organizational culture and is a factor in the lack of leadership implementation due to a lack of understanding of the leader's goals and directions.

The result on R is a negative value of 0.389, indicating that the relationship between the dependent variable and the independent variable exists but only indirectly in this study. The determinant coefficient is equal to or 88 percent, indicating that the leadership variable and organizational culture variable can explain the employee performance variable. While the remaining 12% is influenced or explained by other variable factors not included in this study, it is supported by a book titled Dimensions of leadership, organizational mission, organizational culture, and job satisfaction by Tun Huseno (2016), which explains how to shape organizational culture comes from the leader because it has great potential to embed and strengthen aspects of organizational culture for performance through the main mechanisms, namely:

1. A leader who can translate organizational priorities into monitoring and planning activities
2. Critical reactions that have a significant impact on organizational behavior because these emotions can increase the potential for values and serve as the foundation for organizational culture
3. The leadership model has an impact on the organization that is led by its actions.

Internalization of organizational culture is also defined as values between individual and organizational beliefs about how individual perspectives should behave in organizations, because this internalization process results in an alignment of organizational values and individual values. organizational control mechanism to create an organizational environment based on the following goals. When leadership and organizational culture are in sync, it can lead to effective and efficient performance satisfaction, but this is dependent on the findings of this study.

Based on the findings and discussion in this study, it is possible to conclude that: A leader's example has a direct positive effect on the performance of village officials. The competence of village officials has a direct positive effect on their performance. The performance of village officials is not directly affected by organizational culture. The performance of village officials is unaffected by organizational commitment. The exemplary leader has no direct influence on organizational commitment. Village officials' competence has a direct positive effect on organizational commitment. Organizational commitment is directly influenced by organizational culture. There is no indirect positive effect of leaders' example on village officials' performance through organizational commitment. Through organizational commitment, there is an indirect positive influence between village officials' competence and performance. Through Eka Sakutri's organizational commitment, there is an indirect relationship between organizational culture and the performance of village officials (2019).

The significance value of the f-test is less than 0.05, indicating that the model used is feasible. The independent variable can thus be used to predict the dependent variable. The value of Adjusted R Square indicates that motivation, organizational culture, and village information systems have a 31.9 percent influence on village government performance, while other variables outside of this research model have a 68.1 percent influence. According to the regression test results, the sig value for the Motivation variable is 0.119, which is greater than 5%, indicating that motivation affects the performance of the village government and thus does not support the H1 hypothesis. According to the regression test results, the sig value for the organizational culture variable is 0.023, which is less than 5%, indicating that organizational culture has an effect on the performance of the village government, supporting hypothesis H2. The regression test results show that the sig value for the village information system variable is 0.874, which is greater than 5%, indicating that the village information system has no effect on village government performance and thus does not support the H3 hypothesis. According to the study's findings, motivation and village information systems have no effect on village government performance, whereas organizational culture has a significant effect on village government performance. This means that organizational culture influences how village officials carry out community service tasks. Organizational culture must be implemented and maintained in order to achieve work cohesiveness and facilitate the achievement of organizational goals by increasing professionalism, discipline, and excellent service and improving relationships with coworkers. According to Sucahyono (2019), the indirect effect of transactional leadership style on managerial performance via motivation (0.212) is smaller than the direct influence of budgetary participation on managerial performance (0.234). The same outcomes were obtained when testing the relationship between transformational leadership style and managerial performance with motivation as a mediator. The magnitude of the indirect effect (0.201) is smaller than the direct effect, according to the path analysis results (0.290).

Based on these findings, it is clear that motivation cannot mediate the relationship between transactional leadership style and transformational leadership style on managerial performance, implying that the indirect effect of transactional leadership style on managerial performance via motivation is less than the direct effect of transactional leadership style on performance. managerial. Based on this description, it is clear that motivation cannot act as a moderating variable (intervening) between transactional and transformational leadership styles in Akhid's managerial performance (2017).

According to Reni Larasati's (2017) research, the organizational culture and job satisfaction variables have a positive sign, namely 4.437 and 4.237 with significant values of 0.000 and 0.000, respectively, indicating that the organizational culture and job satisfaction variables have a positive effect on employee performance, whereas the leadership style variable has a positive value. Herdiana (2019) also mentions the results of his research, which is significant at 0.911, indicating that leadership style has no effect on employee performance. According to the discussion, organizational commitment, organizational culture, and leadership style have no effect on village government performance, and good governance does not mediate organizational commitment, organizational culture, and leadership style. According to Amalia (2017), HR competencies and good governance influence village government performance, and good governance mediates HR competencies and village government performance. The following conclusions can be drawn from the results of the previously discussed analysis: 1). Organizational Culture was not properly implemented, which included: norm implementation, philosophy implementation, and ceremonial implementation of Organizational Commitments at the Sumatra Province Village and Community Empowerment Service. 2). Because the leadership is strong-willed and has not implemented or implemented its leadership qualities well in the Sumatra Province Village and Community Empowerment Service, the Leadership System does not work well with Organizational Commitment. 3). The Sumatra Province Village and Community Empowerment Service has not properly implemented organizational culture and leadership.

### **Data Validity Test**

A validity test is used to determine whether or not a questionnaire is valid. A questionnaire is said to be valid if the questions on it can reveal something that can be measured by the questionnaire. Pearson Correlation is used in this validity test to calculate the correlation between the values obtained from the questions. If the Pearson Correlation obtained is less than 0.05, the data obtained is valid (Ghozali, 2011)

Based on the data processing table results, it is possible to conclude that of the ten question items related to the leadership variable, ten are valid because they have a significant Pearson correlation value greater than 0.05. If the indicator has a value less than 0.05, it is safe to assume that all questions for the leadership variable are valid and can be moved on to the next test. According to the data analysis results, the Pearson correlation value for the 9 question items related to the organizational culture variable is significantly less than 0.05. As a result, the 9 questions for the organizational culture variable are valid and can be carried forward to the next test. Based on the data processing results, it is clear that all questions have a significant Pearson correlation value of less than 0.05. As a result, all of the questions for the employee performance variable are valid and can be carried forward to the next test.

### Data Reliability Test

Cronbach Alpha is a technique used to measure the reliability of observations, according to (Ghozali, 2009), by comparing the alpha value with the standard, provided that;

- a) Cronbach Alpha  $> 0.6$ , the observation instrument is declared reliable.
- b) If Cronbach Alpha is less than  $0.6$ , the observation instrument is unreliable.

Based on the reliability test results, it can be concluded that Cronbach's Alpha reliability is positive and greater than  $> 0.6$ , which is  $0.738$ . It is possible to conclude that the Leadership variable has a high level of reliability and can be used in future research. Based on the results of the reliability test, it is possible to conclude that Cronbach's Alpha reliability is positive and greater than  $> 0.6$ , which is  $0.864$ . It is possible to conclude that the organizational culture variable has a high level of reliability and can be used in future research. Based on the results of the reliability test, it is possible to conclude that Cronbach's Alpha reliability is positive and greater than  $0.6$ , which is  $0.770$ . It is possible to conclude that the Performance variable has a high level of reliability and can be used in future research.

### Data Normality Test

The normality test determines whether the residual value is normally distributed or not. To detect it, examine the normal probability plot, which compares the cumulative and normal distributions. The spread and (dots) on the diagonal axis of the graph can be used to determine normality. If there are (dots) scattered around the diagonal line, this indicates a normal distribution pattern, indicating that the regression model meets the normal assumptions.

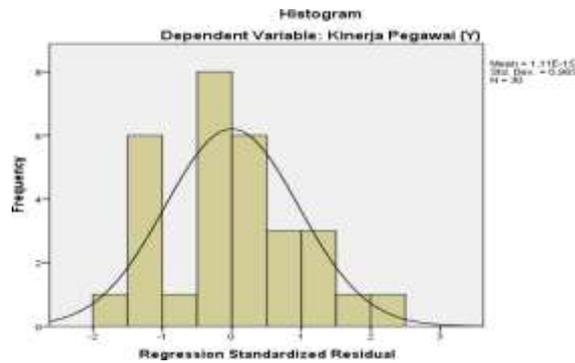


Diagram 1: Histogram Graph  
Source: Data Processed using SPSS version 25

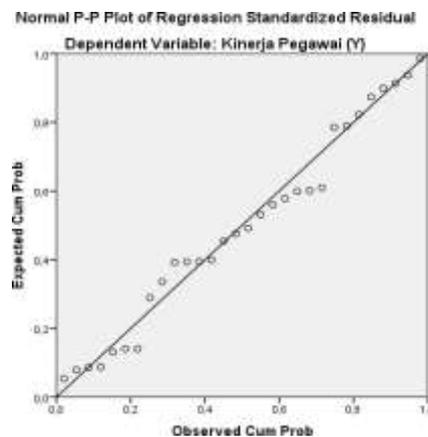


Diagram 2 : Normal Probability Plots  
Source: Data Processed using SPSS version 25

Based on diagram 2 above, it can be concluded that the normal probability plots graphs and histogram graphs show that the dots are spread around the area of the diagonal line and their distribution follows the direction of the diagonal line. In terms of the histogram graph, which depicts a normal distribution pattern (no slope). The two graphs above demonstrate that the regression model is feasible because it meets the normality assumption. To support these findings, a normality test was performed using the Kolmogorov Smirnov test, which yielded the following results:

Table 1  
*Kolmogorov-Smirnov Test Results-One-Sample Kolmogorov-Smirnov Test*

		Unstandardized Residual
N		30
Normal Parameters <sup>a,b</sup>	Mean	,0000000
	Std. Deviation	3,99550666
Most Extreme Differences	Absolute	,120
	Positive	,120
	Negative	-,088
Test Statistic		,120
Asymp. Sig. (2-tailed)		,200 <sup>c,d</sup>

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: Data Processed using SPSS version 25

The value of Sig. (2-tailed) of 0.200 or  $> 0.05$  greater indicates that  $H_0$  cannot be rejected, as shown in Table 1. The standardized residual value is declared to be normally distributed, which means it supports the normality test with the histogram test and the standardized p-plot regression normal test.

### Multicollinearity Test

The multicollinearity test can be used to see if the proposed regression model has a strong correlation between the independent variables. The tolerance and Variance Inflation Factor (VIF) values, as well as the amount of correlation between independent variables, are used to determine the multicollinearity test (Ghozali, 2009). According to (Ghozali, 2009), the tolerance value 0.10, or the same as the VIF value 10, is usually used to indicate the presence of multicollinearity.

Table 2

*Multicollinearity Test Results -Coefficients<sup>a</sup>*

Model	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	21,055	5,888		3,576	,001		
x1	,335	,219	,373	1,533	,137	,630	1,730
x2	,019	,204	,022	,091	,928	,853	1,987

Dependent Variable: Employee Performance (Y)

Source: Data Processed using SPSS version 25

According to the data in table 2, the tolerance value of the independent variable, namely the Leadership variable, is 0.630, while the VIF (Variance Infloating Factor) value of the Leadership variable is 1.730. The tolerance value for the Organizational Culture variable is 0.853, while the VIF (Variance In-floating Factor) value is 1.987. All VIF values for the two independent variables are greater than 10, implying that there is no multicollinearity between independent variables in the regression model.

**Heteroscedasticity Test**

The Gletser method was used to perform a heteroscedasticity test by regressing all independent variables to the absolute value of the residual. If the probability value is greater than the alpha value (Sig.>), then no heteroscedastic symptoms or heteroscedasticity symptoms exist if t-count t-table. If there is homoscedasticity, this is a good regression model. A multivariate standardized scatter plot can also be used to visually test whether there is a heteroscedasticity problem. Heteroscedasticity occurs when the existing pattern (dots) forms a certain regular pattern (wavy, widens, then narrows). Meanwhile, if the points on the Y axis or the vertical axis are spread above and below the number 0, the regression model is homoscedastic. According to table 3, this regression model does not exhibit heteroscedasticity symptoms. This is because the Sig. Leadership variable has a value of 0.882 > 0.05 and the Sig. Organizational Culture variable has a value of 0.065 > 0.05.

Table 3

*Heteroscedasticity Test Results Using the Glejser Method- Coefficients<sup>a</sup>*

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9,742	3,250		2,997	,006
	x1	,018	,121	,036	,150	,882
	x2	-,217	,113	-,458	-1,923	,065

Dependent Variable: Abs\_Res

Source: Data Processed using SPSS version 25

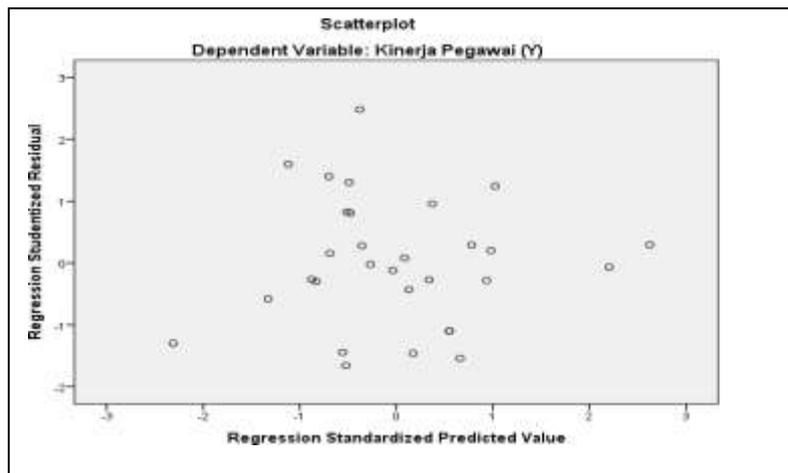


Figure 1. Heteroscedasticity Test Using Scatterplot Method.

Source: Data Processed using SPSS version 25

Based on Figure 1, it can be concluded that there is no heteroscedasticity because the data or pattern of dots is spread randomly.

## Hypothesis Testing

Hypothesis testing is used to determine the validity of what was hypothesized in the literature review chapter. The hypothesis is a temporary solution to the problem under investigation, where the answer is still weak and needs to be empirically tested for its truth using statistical evidence.

### F-Test (Simultaneous Test)

Table 4  
*Simultaneous Test Results (Test F) -ANOVA<sup>a</sup>*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	82,509	2	41,254	2,406	,109 <sup>b</sup>
	Residual	462,958	27	17,147		
	Total	545,467	29			

a. Dependent Variable: Employee Performance (Y)

b. Predictors: (Constant), Leadership (x1), Organizational culture (x2)

Source: Data Processed using SPSS version 25

The value for the relationship between the X1 and X2 variables concurrently with the Y variable is  $0.109 > 0.05$ , and the value of F-count is  $2.406 < F\text{-table } 3.320$ . As a result, there is no direct relationship between the two independent variables (leadership and organizational culture) and the dependent variable, namely village officials' performance.

### T test (Partial Test)

The T statistic test is used to determine how far one independent variable or independent variables individually explain the dependent variation (Ghozali, 2009).

Table 5  
*Partial Test Results (t test)-Coefficients<sup>a</sup>*

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	21,055	5,888		9,576	,001
	x1	,335	,219	,373	5,533	,003
	x2	,019	,204	,022	3,830	,004

a. Dependent Variable: Employee Performance (Y)

Source: Data Processed using SPSS version 25

According to the table above, the partial or individual hypothesis testing is as follows:

1. A Sig. value of  $0.03 < 0.05$  for the effect of X1 (Leadership Variable) on Y (Employee Performance Variable) and a value of t-count  $5.533 > T\text{-table } 2.042$  indicate that the leadership variable is related to the village apparatus performance variable.
2. Sig. value of  $0.04 < 0.05$  for the effect of X2 (Organizational Culture Variable) on Y (Employee Performance Variable) and t value of  $3.380 > t\text{ table } 2.042$ , implying that the organizational culture variable is related to the village apparatus performance variable in part.

### Multiple Regression Test

The multiple linear regression test was used to determine the effect of the independent variable (X) and the dependent variable (Y) simultaneously or partially (Y). The results of multiple linear regression analysis in this study using SPSS version 25 are as follows.

Table 6  
*Multiple Linear Regression Test Results-Coefficients<sup>a</sup>*

Model		Unstandardized		Standardized		t	Sig.
		Coefficients		Coefficients			
		B	Std. Error Beta	B	Std. Error Beta		
1	(Constant)	21,055	5,888			3,576	,001
	x1	,335	,219	,373		1,533	,137
	x2	,019	,204	,022		,091	,428

a. Dependent Variable: Employee Performance (Y)

Source: Data Processed using SPSS version 25.

The following regression equation is derived from the data in the table above:

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

Information :

$$Y = 25.810 - 0,150 X_1 + 0,269 X_2 - 0,058 X_3$$

Y : Employee Performance 21,055 : Constant

0.335 : Coefficient of regression direction

0.019 : Coefficient of regression direction

X1 : Leadership variable

X2 : Organizational Culture Variable

e : Variable Error

The above formulation of the regression problem can be interpreted as follows:

- 1) The constant value of 21,055 indicates that if no two independent variables exist, employee performance is 21,055.
- 2) The coefficient value of 0.335 indicates that adding one unit of leadership boosts employee performance by 0.335.
- 3) A coefficient value of 0.019 indicates that increasing organizational culture by one unit increases employee performance by 0.019.
- 4) Multiple Determination and Correlation Coefficient (R).

Table 7  
*Multiple Correlation Coefficient-Model Summary<sup>b</sup>*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,389 <sup>a</sup>	,151	,088	4,141

a. Predictors: (Constant), Leadership (X1), Organizational culture (X2)

b. Dependent Variable: Employee Performance (Y)

Source: Data Processed using SPSS version 25

The Multiple Correlation Coefficient (R) was used to calculate the degree of similarity between the independent and dependent variables. If the value of R (correlation) is positive, then an increase in the value of the independent variable will cause an increase in the value of the dependent variable, indicating that there is a unidirectional relationship between the independent variables and the dependent variable, whereas if the value of R (correlation) is negative, the relationship that occurs is a reverse relationship. The reverse relationship implies that increasing the value of the independent variable will result in a decrease in the value of the dependent variable. In the opposite direction, a decrease in the value of the independent variable will result in an increase in the value of the dependent variable. Based on the data in table 6, it can be explained that the R value is 0.389, which is a negative value, indicating that the relationship between the dependent variable and the independent variable is related but not directly, and that the determinant coefficient in this study is equal to or 88 percent, indicating that the leadership variable and organizational culture variable can explain employee performance variables. While the remaining 12% is influenced or explained by other variables not included in this study.

### CONCLUSION

1. Individually, the leadership variable is directly related to village officials' performance.
2. Individual organizational culture variables have a direct relationship with village officials' performance.
3. At the same time, leadership and organizational culture variables are related, but not directly, to the performance of village officials.

Because the working period of village officials is still less than 5 (five) years, the internalization process of organizational culture and understanding of leaders is insufficient.

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