

## The Influence of Leadership, Working Culture, and Working Environment for the Ministry of Administrative Reform and Bureaucracy

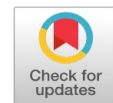
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**Abstract:** This research aims to obtain information about the influence of leadership, working culture, and the working environment on organizational performance in the Ministry of Administrative and Bureaucracy. The data used in this research are the primary data that is collected using the questionnaire method and secondary data collected from the Ministry of Administrative and Bureaucracy. The sampling method used is a saturated sample method with respondents of 96 people. The methods of analysis used in this study are multiple linear regression analysis using SPSS program version 25. The results showed that there was the positive and significant influence of the leadership variables and the working culture on organizational performance, while the working environment variables are of negative and insignificant influence. Work culture within the Ministry of PANRB should be strengthened and placed as an organizational foundation in creating a good atmosphere for employees to achieve work performance, where more attention to details about the tasks and job desks, so that employees are expected to understand and want to show accuracy, analysis, and attention to detail in the task.

**Keywords:** Leadership, Working culture, Work environment, Organizational performance

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### INTRODUCTION

Implementation of the current government must be able to prioritize efficiency, speed and professionalism in carrying out the task. Human Resources is a central factor in an organization which means that the human element plays an important role for activities to achieve goals. Improvement of human resources, especially for the State Civil Apparatus (ASN) is absolutely necessary to anticipate the progress and changes in the global environment faced today and in the future. This is necessary as a condition for national development that leads to the implementation of good and clean government.

In order to provide effective and efficient services to the community, excellent performance is required from public service providers. In achieving excellent performance, integrity, professionalism, neutrality and freedom from any pressure is required and clean from the practice of Collusion, Corruption and Nepotism on every public service provider. So that public service providers are able to carry out their duties and functions as an adhesive element of national unity based on the Pancasila and the 1945 Constitution.

Organizational performance is a condition that must be known and confirmed to certain parties to know the level of achievement of an agency's results associated with the vision, mission and goals carried by an organization or company and to know the positive and negative impacts of an operational policy.

The performance achievements of the Ministry of Administrative Reform and Bureaucracy Reform (PANRB) based on the 2018 Performance Report of the PANRB got a score of 85.41 or "sufficient" down in value from 2017 of 121.94%. In addition, the percentage of budget absorption in 2018 decreased by 85.01% compared to 2017 which was 98.89%.

Following are the results of a preliminary survey of 30 respondents related to leadership:

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Table 1: Results of a preliminary survey of leadership on performance

No.	Question	Yes	No
1	The leader at my place did not tell me what to expect from my performance	40.0%	60.0%
2	The leader at my place did not give specific instructions on each task that was complex	30.0%	70.0%
3	The leader in my place is unable to create a conducive working atmosphere	40.0%	60.0%
4	The leaders in my area don't care about the welfare of the employees	23.3%	76.7%
5	The leaders in my area do not give me the freedom to speak	23.3%	76.7%
6	The leader in my place is not consider the suggestions given	30.0%	70.0%

Following are the results of a preliminary survey of 30 respondents related to work culture as follows:

Table 2: Results of a preliminary survey of work culture on performance

No.	Question	Yes	No
1	I'm not driven to have the initiative to do the work.	26.7%	73.3%
2	The organization does not motivate me to pay more attention to detail in doing work.	30.0%	70.0%
3	I do not work by emphasizing maximum results.	6.7%	93.3%
4	The organization does not motivate me to actively take opportunities or opportunities.	56.7%	43.3%
5	I am not trying to collaborate with other work unit members to improve the best results for the organization.	6.7%	93.3%
6	I am not required to work hard at carrying out tasks that are already my responsibility.	13.3%	86.7%

Following are the results of a preliminary survey of 30 respondents related to the work environment:

Table 3: Results of the preliminary work environment survey on performance

No.	Question	Yes	No
1	Conditions in the workspace do not give comfort to me while working	46.7%	53.3%
2	The employee's work environment is not calm and full of noise	46.7%	53.3%
3	Work facilities currently available are inadequate to support work activities	46.7%	53.3%
4	Relationships with colleagues are not harmonious	20.0%	80.0%
5	Every employee does not have the same opportunity for career advancement or promotion	36.7 %	63.3%
6	My workplace does not guarantee the safety of its employees at work	10.0%	90.0%

Based on the background of the above problems, several problems can be identified: (1) Performance level of the PANRB in 2018 is fluctuating and tends to decrease and the percentage of budget absorption in 2018 has fluctuated and tends to decrease, (2) Leadership in the PANRB not optimal where the leadership is considered not able to explain to subordinates about the expected performance of subordinates in stages, (3) Work culture in the PANRB Ministry has not motivated employees to actively take opportunities or opportunities that exist and have not motivated employees to pay more attention to details in doing work, (4) The work environment in the PANRB is felt to be not optimal because the available work space and facilities are not sufficient enough to support work activities.

The author formulates the phenomenon of the problem that occurred at the PANRB Ministry based on background and identification of the problems that have been presented previously by using several quantitative research questions, including the following: (1) Is there a leadership effect on the performance of the Ministry of PANRB, (2) Is there any the influence of work culture on the performance of the Ministry of PANRB, (3) Is there any influence of the work environment on the performance of

the Ministry of PANRB, (4) Is there a simultaneous influence of leadership, work culture and work environment on the performance of the Ministry of PANRB.

## **LITERATURE REVIEW**

### **Leadership**

Leadership is an important role in organizing. Leaders are very instrumental in achieving organizational goals. The leader must be able to coordinate and build relationships with subordinates. According to [Kreitner and Kinicki \(2013\)](#) leadership is a process in which an individual helps others to achieve their goals. According to [Robbins and Judge \(2013\)](#), leadership is the ability to influence a group towards the achievement of a vision and set of goals. [Moeheriono \(2014\)](#) argues that leadership is a form of persuasion, an art of mobilizing and fostering certain groups of people, usually through proper human relations and motivation, so that without fear they want to work together and understand to achieve everything that is the goal organization. From these various theories it can be concluded that leadership is a relationship between superiors and subordinates with the activity of directing, coordinating, and motivating to achieve organizational goals. Leaders have an important role in efforts to achieve organizational goals. However, a leader still needs help from his subordinates. In carrying out the work a subordinate sometimes has a tendency to prefer to work without supervision and some also require supervision. This is a challenge for a leader to control his subordinates so that organizational goals can run according to expectations and carried out effectively and efficiently.

The success or failure of a leader in carrying out their duties is determined by the attitude, manner and style of leadership. Leadership style includes how to lead, give orders, divide tasks, how to communicate, supervision, decision making and others. The effectiveness of a leader is influenced by his leadership style. [Moeheriono \(2014\)](#) said, basically the leadership style is an embodiment of the behavior of a leader, which concerns his ability to lead.

According to [Arifin \(2012\)](#), the types of leadership styles are:

#### *Steering leadership style*

The leader informs subordinates what is expected of them, tells the work schedule that must be adjusted and work standards and provides specific guidance on how to complete the task including aspects of planning, organization, coordination and supervision.

#### *Supporting leadership styles*

Leaders are friendly and show concern for the needs of subordinates. He also treats all subordinates equally and shows about their existence, status and personal needs as an effort to develop pleasant interpersonal relationships among group members.

#### *Participatory leadership style*

Participatory leaders consult with subordinates and use their suggestions and ideas before making a decision. This leadership style can increase subordinate's work motivation.

#### *Achievement-oriented leadership style*

Leadership style in which the leader sets challenging goals and expects subordinates to achieve as much as possible while constantly looking for achievement development in the process of achieving them.

### **Work culture**

According to [Robbins and Coulter \(2012\)](#), there are 7 dimensions of organizational culture, namely:

- a. Innovation and the courage to take risks (Innovation and risk taking), is the extent to which the organization encourages employees to be innovative and dare to take risks. In addition, how organizations appreciate the risk taking actions by employees and generate employee ideas.
- b. Attention to detail, is the extent to which organizations expect employees to show accuracy, analysis and attention to details.

- c. Results-oriented (outcome orientation), is the extent to which management focuses attention on results rather than attention to the techniques and processes used to achieve this.
- d. People-oriented, is the extent to which management decisions take into account the effects of results on people in the organization.
- e. Team oriented, is the extent to which work activities are organized around teams, not individuals.
- f. Aggressive behavior (Aggressiveness), is the extent to which people in the organization are aggressive and competitive to run the culture of the organization as well as possible.
- g. Stability (Stability), is the extent to which organizational activities emphasize the status quo (maintaining what is because it is considered good enough) rather than growth.

[Kreitner and Kinicki \(2013\)](#) define organizational culture as a pattern of basic assumptions that have been determined or developed to learn ways of integrating, which have functioned well that have been considered new. Therefore it must be taught to new members as the correct way to think, look and feel concerned with the problem.

According to [Moeheriono \(2014\)](#), organizational culture is values, norms, beliefs, attitudes and assumptions which are forms of how people in organizations behave and do things that can be done. According to [Robbins and Judge \(2013\)](#), organizational culture is a system of shared meanings shared by the members of the organization and this differentiates the organization from other organizations.

### Work environment

According to [Sedarmayanti \(2014\)](#), Broadly speaking, the type of work environment is divided into two namely physical work environment and non-physical work environment.

1. Physical Work Environment is all physical form conditions that are around the workplace that can affect employees both directly and indirectly.
  - The physical work environment can be divided into two categories, namely: Work environment that is directly related to employees such as work centers, chairs, tables, and so on.
  - The intermediary environment or general environment can also be called a work environment that affects human conditions such as temperature, humidity, air circulation, lighting, noise, mechanical vibrations, unpleasant odors, colors and others.

To be able to minimize the influence of the physical environment on employees, their behavior, then used as a basis for thinking about the appropriate physical environment.

2. Non-Physical Work Environment: According to [Sedarmayanti \(2014\)](#), non-physical work environment is all conditions that occur related to work relationships, both relationships with superiors and relationships with fellow colleagues or relations with subordinates. Companies should be able to reflect conditions that support cooperation between levels of superiors, subordinates and those who have the same status. The conditions that should be created are a family atmosphere, good communication, and self-control. So, this non-physical work environment is also a group of work environments that cannot be ignored.

Another opinion according to [Siagian \(2012\)](#) says that the work environment is a physical condition where someone performs their daily duties including the condition of the room, both from the office and factory. Work environment is an environment where work works while work conditions are conditions where the employee works. Working conditions are one of the elements of the work environment, because the work environment in the organization/institution not only consists of working conditions, but if working conditions are added with several other aspects, it will form the work environment ([Siagian, 2012](#); [Warizin, 2017](#)).

According to [Nitisemito \(2012\)](#) work environment is everything that exists around employees that affects the results of tasks that are charged. Factors that can include the work environment that must be known and considered that have a major influence on the enthusiasm and excitement of work include:

- coloring,

- cleanliness,
- air exchange,
- lighting,
- music,
- security and
- noise.

### Performance

According to [Amirullah \(2015\)](#) with regard to factors affecting organizational performance:

1. Good performance is influenced by 2 factors:
  - Internal (personal) which includes high ability and hard work.
  - External (environment) which includes easy work, good fortune, assistance from colleagues and good leaders.
2. Poor performance is influenced by 2 factors:
  - Internal (personal) consists of low ability, and little effort.
  - External (environment) consists of difficult work, bad luck, non-productive colleagues, and unsympathetic leaders

According to [Sinambela \(2012\)](#), organizational performance is cumulative employee performance, therefore the higher the employee's performance the higher the organizational performance. Meanwhile, according to Nasucha in [Sinambela \(2012\)](#), organizational performance is also defined as the effectiveness of the organization as a whole to meet the needs determined by each group relating to systemic efforts and continuously improve the organization's ability to achieve their needs effectively.

According to [Mahmudi \(2015\)](#), organizational performance is indeed not solely influenced by individual performance or team performance, but is influenced by broader and complex factors, such as environmental factors both internal and external. Environmental factors include economic, social, political, security and legal factors within which the organization operates. In addition to external environmental factors, other factors that influence organizational performance are leadership, organizational structure, strategic choices, technological support, organizational culture and organizational processes.

### RESEARCH METHODOLOGY

This type of research is quantitative research using primary data in the form of survey methods with questionnaire aids that are based on respondents' perceptions according to the Likert scale. To obtain complete, relevant and complementary data, in addition to primary data in the form of surveys, researchers also used secondary data in the form of performance assessment report data from the PANRB ministry. The population surveyed in this study were 96 staff in the Ministry of PANRB.

The research method used to determine the independent variable regression (X), with the dependent variable (Y), is called a regression study that aims to find the presence or absence of influence between variables and if there is, how much influence and meaning whether or not the influence, to look for the influence of each - each variable with a linear regression analysis is useful and uses Statistical Software, namely SPSS Version 25.

### RESEARCH RESULTS AND DISCUSSION

The questionnaire was distributed to 96 respondents, namely staff within the Ministry of PANRB. Respondents were presented based on gender, age, education. As for the character of research respondents can be seen in the Table as follows:

Table 4: Respondents by gender

No.	Gender	Number of Respondents	Percentage
1	Male	51	53.12%
2	Female	45	46.88%
	Amount	96	100%

The Table shows that the majority of respondents are male that is as many as employees or as much as 53.12%, while female respondents are as many as employees or as much as 46.88%.

Table 5: Respondents by age

No.	Age	Number of Respondents	Percentage
1	< 25 years old	27	28,12%
2	≥ 25-35 years old	64	66.67%
3	> 35-45 years old	5	5.21%
	Total	96	100%

The Table shows that the majority of respondents aged between 25 to 35 years (66.67%) and as many as 28.12% aged under 25 years.

Table 6: Respondents by level of education

No.	Level of Education	Number of Respondents	Percentage
1	Post graduate	9	9.38%
2	Bachelor	59	61.46%
3	Diploma III	27	28.12%
4	High school equivalent	1	1.04%
	Total	96	100%

Table 6 shows that the majority of formal education respondents were Bachelor (61.46%) and after that respondents who had Diploma III education were 28.12%. This indicates that the majority of respondents have a good educational background so that they can support their success at work.

The results of the validity test, all instrument items on all dependent and independent variables of the study were valid, namely  $r$  count 0.336 to 0.826 above the  $r$  table of 0.206, so that all research variables were declared valid. While the reliability test results, obtained Cronbach's alpha value variable organizational performance is 0.749, leadership at 0.782, work culture at 0.732 and work environment at 0.764. All of these alpha values are greater than 0.60 so that all research variable instruments are declared to be reliable and appropriate for use in research.

After conducting the validity and reliability test, the next step is to conduct a normality test which aims to find out whether the population of data analyzed is normally distributed or not. In this study the Kolmogorov-Smirnov Test One-Sample Test was used with a significance level of 0.05. Data is declared normally distributed if the significance is greater than 0.05.

Table 7: Normality test

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual 96
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	1.91683702
Most Extreme Differences	Absolute	.073
	Positive	.073
	Negative	-.043
Test Statistic		.073
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

Kolmogorov-Smirnov test results indicate that the Asymp value. Sig. (2-tailed) in the Table is 0,200. Sig value of 0.200 > 0.05, then the residual value data follows the normal distribution. Thus it can be concluded that based on the results of the unstandarized residual normality test it is known that the data is normally distributed.

Table 8: Multicollinearity test

Coefficients <sup>a</sup> Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Kepemimpinan	.763	1.310
Budaya kerja	.660	1.515
Lingkungan kerja	.798	1.254

a. Dependent Variable: Performance

In the Table 8 shows that the independent variables of leadership style, work culture and work environment VIF (Value Inflation Factor) value is less than 10, namely 1,310, 1,515 and 1,254 and tolerance values close to 1 namely 0,763, 0,660 and 0,798. Thus it can be concluded that multicollinearity does not occur. This means that the regression model does not occur correlation between independent variables.

Table 9: Heteroscedasticity test

Model	Coefficients <sup>a</sup>						
	Unstandardized		Standardized	t	Sig.	Collinearity	
	Coefficients		Coefficients			Statistics	
	B	Std. Error	Beta	Tolerance	VIF		
1 (Constant)	2.795	1.187		2.355	.021		
Leadership	-.039	.026	-.177	-1.515	.133	.763	1.310
Working Culture	.012	.030	.050	.396	.693	.660	1.515
Work environment	-.024	.028	-.099	-.869	.387	.798	1.254

Heteroscedasticity test results showed that the sig values of leadership style, work culture, and work environment variables were greater than 0.05 namely 0.133, 0.693, 0.387, this indicated that there was no heteroscedasticity problem.

Table 10: Results of multiple linear regression analysis

Model	Coefficients <sup>a</sup>				
	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	6.728	2.021		3.330	.001
Leadership	.122	.043	.198	2.795	.006
Working Culture	.487	.052	.718	9.432	.000
Work environment	-.043	.048	-.063	-.906	.367

The results of the Table 10 above show that the leadership variables (x1), work culture (x2), and work environment (x3) have an influence on organizational performance variables (y). Where the magnitude of the coefficient for the leadership variable is 0.122, the coefficient of the work culture variable is 0.487, both of them have a positive effect, while the coefficient of the work environment variable is -0.043 a negative effect. From the magnitude of the coefficient shows that the work culture variable has a greater influence than the leadership variable.

Table 11: Results of the determination coefficient analysis ( $R^2$ )

Model Summary <sup>b</sup>					
Model	$R$	$R^2$	Adjusted $R^2$	Std. Error of the Estimate	Durbin-Watson
1	.805 <sup>a</sup>	.648	.637	1.94784	2.094

a. Predictors: (Constant), work environment, leadership, work culture

b. Dependent Variable: Performance

Based on the Table 11 it can be seen the value of the coefficient of multiple determination ( $R^2$ ) of 0.648. This shows that the three independent variables namely leadership (X1), work culture (X2) and work environment (X3) together explain variations in organizational performance by 64.8%. While the remaining 35.2% is explained by other factors that cannot be explained in this study.

Table 12: Simultaneous testing results (Test F)

ANOVA <sup>a</sup>						
Model		Sum of Squares	$df$	Mean Square	$F$	Sig.
1	Regression	643.570	3	214.523	56.542	.000b
	Residual	349.055	92	3.794		
	Total	992.6257	95			

a. Dependent Variable: Performance

b. Predictors: (Constant), work environment, leadership, work culture

Source: Processed data from IBM SPSS Statistics version 25 (2019)

Based on the Table 12 ANOVA test analysis results, it can be seen that the variables of leadership, work culture, and work environment have a Fcount value of 56.452 and a Ftable value of 2.70 so that  $F_{count} > F_{table}$ , then  $H_0$  is rejected. This means that the variables of leadership, work culture, and work environment together influence the organizational performance variable at the Ministry of PANRB. This decision is supported by the significance level (sig) which is below 0.05, which is equal to 0,000. Where statistically this value is influential and the variables contained in this study can be used.

Table 13: Results of multiple linear regression analysis

Coefficients <sup>a</sup>						
Model		Unstandardized		Standardized	$t$	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	6.728	2.021		3.330	.001
	Leadership	.122	.043	.198	2.795	.006
	Working Culture	.487	.052	.718	9.432	.000
	Work environment	-.043	.048	-.063	-.906	.367

a. Dependent Variable: Performance

Source: Processed data from IBM SPSS Statistics version 25 (2019)

Based on the above Table 13 it can be concluded as follows:

#### Leadership

It is known that the tcount value of leadership variable is 2.795 and ttable value is 1.98609. Thus  $t_{count} > t_{table}$ ,  $H_0$  is rejected. This means that the leadership variable has a positive and significant effect on organizational performance at the PANRB Ministry. This is also reinforced by the Sig value of 0.006 which is smaller than 0.05.

#### Work culture

It is known that the tcount value of work culture variable is 9,432 and the value of ttable is 1,98609,



so  $t_{count} > t_{table}$ , then  $H_0$  is rejected. This means that work culture has a positive and significant effect on organizational performance in the Ministry of PANRB. This is also reinforced by the Sig value of 0.000 which is smaller than 0.05.

*Work environment*

$T$ -count value of the work environment variable is -0.906 and  $t_{table}$  value is 1.98609, so  $t_{count} < t_{table}$  then  $H_0$  is accepted. This means that the work environment has a negative and not significant effect on organizational performance at the PANRB Ministry. This is also reinforced by the Sig value of 0.367 which is greater than 0.05.

Table 14: Results of correlation dimension analysis matrix

Variable	Dimensions	Organizational Performance		
		Internal Employees	Internal Organizations	External Organizations
Leadership	Directive	.420**	.246*	.320**
	Supportive	.403**	.246*	.206*
	Participatory	.585**	.475**	.381**
	Achievement Orientation	.509**	.395**	.426**
Working Culture	Innovation and risk taking	.528**	.423**	.228*
	Attention to detail	.573**	.631**	.497**
	Results orientation	.306**	.396**	.434**
	People Orientation	.429**	.580**	.438**
	Team orientation	.358**	.519**	.179
	Aggressiveness	.226*	.297**	.293**
	Stability	.150	.458**	.340**
Work environment	Physical Work Environment	.040	.288**	.143
	Non-Physical Work Environment	.397**	.419**	.313**

Based on the test results of the correlation matrix analysis between dimensions in Table 14 the following results are obtained:

1. Participatory dimension on the leadership variable to internal employees on the organizational performance variable because it has a coefficient value of 0.585 which means it has a moderate level of relationship.
2. Dimension of attention to detail on work culture variables on organizational internal organizational performance variables because it has a coefficient value of 0.631 which means it has a strong relationship level.
3. Non-physical work environment dimensions on work environment variables on organizational internal on organizational performance variables because it has a coefficient value of 0.419 which means it has a moderate level of relationship.

**CONCLUSION**

Based on the results of research and discussion as explained previously, a number of conclusions can be obtained as follows:

1. Leadership has a positive and significant effect on organizational performance at the PANRB Ministry, meaning that if the leadership is very conducive to work, employee performance will improve. The highest value of the relationship between dimensions is the relationship between the dimensions of achievement orientation to the internal dimensions of employees and the level of relationship between the two dimensions is considered moderate.
2. Work Culture is the variable that has the most positive and significant influence on organizational performance in the Ministry of PANRB, meaning that the work environment is considered to be

insufficiently influential on the performance of the Ministry of PANRB. The highest value of the relationship between dimensions is the relationship between the dimensions of attention to detail on the internal dimensions of the organization with the level of relationship between the two dimensions considered strong.

3. The work environment has a negative effect on organizational performance in the Ministry of PANRB meaning that better organizational performance does not always result from a good work environment. The highest value of the relationship between dimensions is the relationship between dimensions of the non-physical work environment and the internal dimensions of the organization and the level of relationship between the two dimensions is considered moderate.
4. Leadership and work culture have a significant effect on Organizational Performance, while the work environment has no significant effect on Organizational Performance. In an organization if it has implemented and run well leadership and work culture is expected to improve organizational performance.

## SUGGESTION

Based on the conclusions above, there are a number of suggestions that can be considered by the PANRB Ministry, namely:

1. Increase good leadership to improve organizational performance. The leadership of the Ministry of PANRB is expected to be able to give confidence to subordinates on the implementation of duties and functions, both inside and outside the office by becoming representatives / involving subordinates in group discussion forums and strategic meetings. Leaders who more often communicate with subordinates, by conducting joint discussion activities that involve all employees on a regular basis as well as monitoring activities evaluating activities regularly. Moreover, added to the recognition of the achievements of subordinates' work on ideas, opinions, innovations submitted received appreciation, attention and support from the leadership to be implemented in the organization.
2. Work culture within the Ministry of PANRB should be strengthened and placed as an organizational foundation in creating a good atmosphere for employees to achieve work performance, where more attention to details about the tasks and job desks, so that employees are expected to understand and want to show accuracy, analysis, and attention to detail in the task.
3. Regarding the work environment even if it is less influential on the performance of the Ministry of PANRB, but the non-physical work environment consisting of relationships with superiors, relations with subordinates, and relationships with colleagues at the Ministry of PANRB should need to be improved and get more attention.

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