

# The Influence of Organizational Culture on Employee Performance Mediated by Leadership in The Cooperative, SMEs, Industry, and Trade Office of Bungo Regency

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## ABSTRACT

The Office of Cooperatives, SMEs, Industry, and Trade of Bungo Regency strives to improve employee performance with influencing factors work culture, mediated by leadership. In this study, there are 33 samples using purposive sampling technique. Meanwhile, the data analysis technique uses the SmartPLS 4.0 program. The results of this study show that Organizational Culture significantly influences Leadership, Work Culture significantly influences Employee Performance, and Leadership significantly influences Employee Performance. Indirectly, Leadership is able to mediate the influence of Work Culture on Employee Performance in the Cooperatives, SMEs, Industry, and Trade Office of Bungo Regency.

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## 1. INTRODUCTION

Human Resources (HR) play an important role in an organization, so a workforce that is educated, trained, and ready to help the company grow is needed. A company must have a competitive advantage that is difficult to imitate, which can only be achieved by productive, innovative, creative, enthusiastic, and loyal employees. From the various employee criteria mentioned above, organizational culture is a distinctive feature and an essential component of every organization. Each organization usually has a unique culture consisting of a system of values that helps employees understand what is permissible and what is not. Edward Burnett Tylor said that culture is something vast and complex that consists of knowledge, beliefs, arts, morals, laws, customs, and other skills acquired from nature (Putri & Yusuf, 2022). The expected outcome is that the organization can create a good and positive organizational culture by establishing values and rules that help achieve the company's goals and educate customers. Employees are expected to fully adhere to the organizational culture, especially if they agree to implement the existing values and rules to improve performance (Hasibuan & Hadijaya, 2024).

Organizational culture can support organizational strategy, respond to or address environmental challenges quickly and accurately, and function as a system of cohesion and behavioral reference to achieve organizational goals. A good culture can be an important instrument for competitive advantage (Hendra, 2020).

The organizational culture at the Cooperative, SME, Industry, and Trade Office of Bungo Regency, which has the authority to foster and advance local government affairs in terms of data collection, guidance, and supervision of small and medium enterprises (SMEs), cooperatives, industry, and trade, is still lacking. From the initial observed phenomena, the weak organizational culture includes employees not being present at their posts during working hours and not informing

their superiors, resulting in the public not being well served. There is no counter/special room with a good design to serve the public, and there is no special receptionist for guests yet. (receptionis). As a result, the organization's motto "Serving wholeheartedly" has not yet become the organizational culture as expected. In line with the research (Anggara et al., 2022) that the decline in employee performance is influenced by a poor organizational culture, resulting in employees lacking the desire to commit to their work and the organization.

Next, organizational performance, including bureaucracy, is influenced by leadership. It becomes very important because without leadership, a group of people and machines will be in chaos. If an organization wants to succeed, leadership is necessary. Good employees always want to find ways they can help achieve the organization's goals (Kadarisman & Siswanto, 2024). To ignite the passion of employees, leadership is needed as a basis for external motivation to keep their goals harmonious with bureaucratic objectives. Usually, even though leadership activities in an organization or company have been well-prepared, including the arrangement of structure and management processes, conflicts will still arise (Supriani et al., 2022). In the Department of Cooperatives, SMEs, Industry, and Trade, the leadership condition is not yet ideal. Although the leadership often provides guidance to the employees, it does not correspond with an improvement in performance. This could be due to the still weak supervision by superiors. The weak supervision is caused by superiors who often carry out external duties and the weak role of the Head of Division and Head of Section in implementing close supervision of subordinates' performance. This condition aligns with the research which explains that the low quality of human resources can be caused by weak leadership factors, including educational background, problem-solving, and relationship/networking patterns (Rozikin et al., 2020).

Performance is a part of an employee's work results according to certain standards for a job. The level of employee performance is influenced by several factors such as organizational culture, compensation, leadership, job satisfaction, discipline, work environment, organizational commitment, and motivation (Silviana & Novriansyah, 2023). Based on the pre-survey, at the Department of Cooperatives, SMEs, Industry, and Trade of Bungo Regency, it shows that employee performance is still weak due to a high level of employee absenteeism with various obstacles and reasons. This certainly hampers the service process and the execution of tasks that are part of the work program of the Regional Device Organization (OPD). According to the research (Syukron et al., 2022) performance can support the success of an organization or institution through the development of its human resource performance. A job has certain requirements that must be met to achieve its objectives, which are also referred to as job standards.

The objectives of the research are: (1) To find the influence of organizational culture on the performance of employees at the Cooperative, SMEs, and Trade Office of Bungo Regency, (2) To find the influence of organizational culture on leadership at the Cooperative, SMEs, and Trade Office of Bungo Regency, (3) To find the influence of leadership on the performance of employees at the Cooperative, SMEs, and Trade Office of Bungo Regency, (4) To determine the influence of organizational culture on employee performance mediated by leadership at the Cooperative, SMEs, and Trade Office of Bungo Regency.

## 2. METHOD

This study uses a descriptive method. The descriptive method is a method used to analyze by describing, explaining, and validating the phenomenon being studied using data that consists of facts rather than opinions (Ramdhan, 2021). The research population consists of all Civil Servants (PNS) at the Cooperative, SME, Industry, and Trade Office of Bungo Regency, with a sample size of 34 people. The sampling technique used is Purposive Sampling, which is a method of collecting samples not based on random selection, region, or strata, but rather based on the existence of a perspective focused on a specific purpose (Nuralim et al., 2024). Data is collected through several methods such as questionnaires, interviews, observations, and literature reviews. Data is studied using statistical methods, starting with instrument examination to affirm validity and reliability. In the research, the analysis uses Structural Equation Model (SEM), with the help of PLS (Partial Least Square) software. In PLS Analysis, two sub-models are usually used: the measurement model (outer model) is used for validity and reliability tests, while the structural model (inner model) is used for causality tests and hypothesis testing for the mediation effect prediction model (Fikri et al., 2022).

### 3. RESULT AND DISCUSSION

#### Result Of Partial Least Square

#### Evaluation of the Measurement Model (Outer Model)

##### a) Convergent Validity

The measurement model above shows how the manifest variable or observed variable represents the latent variable to be measured. In this test, it is measured using the outer loading parameter. A loading factor value  $> 0.7$  is considered ideal, indicating that the indicator is valid in measuring the constructed variable. Below is the table of the Loading Factor Convergent Validity assessment results for each construct: the exogenous variable of organizational culture (X), the mediating variable of leadership (Y1), and the endogenous variable of employee performance (Y2).

**Table 1.** Convergent Validity Loading Factor Value

Kode	Parameter Loading Factor	Nilai Loading Factor	Kriteria
X.1	0,7	0,800	Valid
X.2	0,7	0,887	Valid
X.3	0,7	0,926	Valid
X.4	0,7	0,796	Valid
X.5	0,7	0,859	Valid
Y1.1	0,7	0,957	Valid
Y1.2	0,7	0,956	Valid
Y1.3	0,7	0,931	Valid
Y1.4	0,7	0,961	Valid
Y1.5	0,7	0,970	Valid
Y2.1	0,7	0,957	Valid
Y2.2	0,7	0,833	Valid
Y2.3	0,7	0,909	Valid
Y2.4	0,7	0,950	Valid
Y2.5	0,7	0,904	Valid

Source: Data processed by SmartPLS 4.0, 2024

Based on data processing, it shows that all statements received a score of  $>0.7$ . Therefore, no statements need to be removed from the table.

##### b) Composite Reliability

Reliability testing is conducted to prove the accuracy, consistency, and precision of the instrument in measuring a construct. The interpretation of Composite Reliability is the same as Cronbach's Alpha, with a threshold value of  $> 0.7$  being acceptable. The results of the analysis using smartPLS can be seen in the table below:

**Table 2.** Composite Reliability and Cronbach's Alpha Value

Variable	Cronbach's Alpha	Composite Reliability	Criteria
Organizational Culture (X)	0,907	0,913	Accepted
Employee Performance (Y2)	0,976	0,977	Accepted
Leadership (Y1)	0,949	0,953	Accepted

Source: Data processed by SmartPLS 4.0, 2024

Composite Reliability and Cronbach Alpha for each construct or latent variable obtained results  $> 0.7$ . This indicates that the constructs have met the measurement criteria for Composite Reliability and Cronbach Alpha, demonstrating good reliability.

### Structural Model Evaluation (Inner Model)

The Inner Model describes the relationships between latent variables based on Substantive Theory. The R-square value for the construct, the path coefficient values, or the t-values for each path to test the significance of the construct in the structural model.

#### a) R Square Value ( $R^2$ )

Changes in R-squared values can be used to explain the influence of certain exogenous latent variables on endogenous latent variables that have a substantial impact.

**Table 3.** R-Square value (Goodness of Fit Test Results)

No	Variable	R Square	Level of influence
1	Leadership (Y1)	0,711	Moderate
2	Employee Performance (Y2)	0,810	Strong

Source: Data processed by SmartPLS 4.0, 2024

Tables show the Goodness Of Fit R-Square analysis is: R-Square Path 1: 0,711. This means that the ability of the Organizational Culture variable (X) to explain Leadership (Y1) is 71.1% (moderate), while the remaining 28.9% is influenced by other variables not included in the study.

R-Square Path 2: 0.810. This means that the ability of the Organizational Culture variable (X) to explain Employee Performance (Y2) is 81% (Large/strong), while the remaining 19% is influenced by other variables not included in the study.

#### b) F Square Value

The F-Square test is conducted to determine the goodness of the model. The F-Square value if  $< 0.02$  means there is no influence at all. Then if  $\geq 0.02$  the influence is (Small), the value  $\geq 0.15$  the influence is (Medium), and  $\geq 0.35$  the influence is (Besar). It can be interpreted whether the predictor of the latent variable has a small, medium, or large influence at the structural level. The F Square value can be seen in the table below:

**Table 4.** F Square Value

No	Variable	f-square	Level of influence
1	Organizational Culture (X)>>Leadership (Y1)	2.455	Strong
2	Organizational Culture (X)>>Employee Performance (Y2)	0.285	Moderate
3.	Leadership (Y1) >>Employee Performance (Y2)	0.390	Strong

Source: Data processed by SmartPLS 4.0, 2024

Organizational Culture Variable (X) on Leadership (Y1) is:  $2.455 > 0.35$  influence (Strong). Organizational Culture Variable (X) on Employee Performance (Y2) is:  $0.285 > 0.15$  influence(Moderate).

Leadership Variable (Y1) on Employee Performance (Y2) is:  $0.390 > 0.35$  influence (Strong).

### Hypothesis Test Result (SEM Analysis with mediating effects)

#### 1) Direct Effect (Path Coefficient)

Direct effect analysis is useful for hypotheses regarding the direct influence of an exogenous variable on the affected variable (Endogen).

**Table 5.** Significance Test Results (Direct)

Construct	Original Sample(O)	Sample Average (M)	Standard Deviation (STDEV)	T-Statistic (O/STDEV)	P-Values
Organizational Culture (X)- ----- Employee Performance (Y2)	0,432	0,435	0,069	6,277	0,000
Organizational Culture(X) - -----Leadership(Y1)	0,843	0,844	0,040	21,263	0,000

Leadership(Y1)----- Employee Performance (Y2)	0,505	0,502	0,073	6,950	0,000
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Source: Data processed by SmartPLS 4.0, 2024

- a) P-Values ( $0.00 < 0.05$ ) indicate a significant influence of Organizational Culture on Employee Performance, where the T-Statistic value ( $6.277 > 1.96$ ) confirms that Hypothesis 1 (H1) is accepted, thus Organizational Culture (X) affects Employee Performance (Y2).
- b) P-Values ( $0.000 < 0.05$ ) indicate a significant influence of Organizational Culture on Leadership, where the T-Statistic value ( $21.263 > 1.96$ ) confirms that Hypothesis 2 (H2) is accepted, thus Organizational Culture (X) affects Leadership (Y1).
- c) P-Values ( $0.00 \leq 0.05$ ) indicate a significant influence of Leadership on Employee Performance, where the T-Statistic value ( $6.950 \geq 1.96$ ) confirms that Hypothesis 3 (H3) is accepted, thus Leadership (Y1) affects Employee Performance (Y2).

2) *Indirect Effect*

Indirect Effect Analysis is useful for testing the hypothesis of the indirect influence of an exogenous variable on an endogenous variable, mediated by an intervening variable (mediator).

**Table 6.** Significance Test Results(Indirect)

Construct	Original Sample(O)	Sample Average (M)	Standard Deviation (STDEV)	T-Statistic (O/STDEV)	P-Values
Organizational Culture(X)---- Leadership(Y1)----- Employee Performance (Y2)	0,426	0,423	0,059	7,277	0,000

P-Values ( $0.00 < 0.05$ ) indicate a significant influence of organizational culture on employee performance mediated by leadership, where the T-Statistic value ( $7.277 > 1.96$ ) confirms that Hypothesis 4 (H4) is accepted. Therefore, it can be explained that organizational culture (X) significantly affects employee performance (Y2).

**DISCUSSION**

1) The Influence of Organizational Culture on Employee Performance

From the analysis results, a T-Statistic value of ( $6.277 > 1.96$ ) and a P-Value of ( $0.000 < 0.05$ ) were obtained, meaning that organizational culture (X) has a significant influence on employee performance. (Y2). Therefore, there is a one-way relationship between organizational culture and employee performance, as employees have commitment and responsibility in their work, allowing them to achieve the targets set by their superiors. Organizational culture can help improve employee performance (Karina & Irwansyah, 2022). This result is consistent with the findings of (Idris & Rahayu, 2024), (Jazuli et al., 2024), and (Halawa et al., 2024) which show that if organizational culture is truly used as a management tool, it will influence and encourage employees to behave positively, be committed, and be productive. This research proves that organizational culture has a positive and significant impact on employee performance at the Cooperatives, SMEs, Industry, and Trade Office of Bungo Regency. The better the understanding of organizational culture, the better the employee performance.

2) The influence of organizational culture on leadership

From the analysis results, a T-Statistic value of ( $21.263 > 1.96$ ) and a P-Value of ( $0.000 < 0.05$ ) were obtained, meaning that organizational culture (X) has a positive and significant influence on leadership. (Y1). There is a one-way relationship between organizational culture and leadership. If an organization has a good work culture, it is also influenced by leadership. Conversely, if the leadership is poor, the organizational culture cannot be implemented well. (Judijanto et al., 2024). This result is also consistent with the studies (Khotimah, 2024),(Daeli et al., 2024), and (Cahyanti & Wilyadewi, 2024) which emphasize that good leadership leads to improved employee performance

in addition to the implementation of organizational culture concepts. This research proves that organizational culture has a positive and significant impact on leadership at the Department of Cooperatives, SMEs, Industry, and Trade of Bungo Regency. The better the understanding of organizational culture, the better the leadership.

3) The influence of leadership on employee performance

From the analysis results, a T-Statistic value of  $(6.950 > 1.96)$  and a P-Value of  $(0.000 < 0.05)$  were obtained, meaning that leadership (Y2) has a significant influence on employee performance. (Y2). Therefore, there is a direct relationship between leadership and employee performance. Leadership can help improve employee performance. This is in accordance with the studies (Siata & Sasono, 2024), (Nahrin et al., 2024), and (Yulisma et al., 2024) which emphasize that the functions of leadership are to guide, direct, mentor, build, provide or awaken work motivation, drive the organization, network communication, and lead followers to the desired goals with time and planning by the leadership. This research proves that leadership has a positive and significant impact on employee performance at the Cooperative, SME, Industry, and Trade Office of Bungo Regency. The better the leader's ability to drive the organization, the better the employee performance.

4) The influence of organizational culture on employee performance is mediated by leadership.

From the analysis results, a T-Statistic value of  $7.277 > 1.96$  and a P-Value of  $0.000 < 0.05$  were obtained, meaning that organizational culture (X) has a significant influence on employee performance (Y2) mediated by leadership (Y1). Thus, the higher the implementation of Organizational Culture, the better the employee performance will be with the mediation of the Leadership Variable. This condition is in line with the findings of studies by (Retnaningtyas et al., 2022), (Dewantoro, 2023), and (Aprilia et al., 2021) which explain that better leadership is needed to improve organizational culture and employee performance. Leaders must enhance work morale, provide advice, encourage skill development, review rules and work procedures, and give reprimands and praise to employees. This research proves that organizational culture has a positive and significant impact on employee performance mediated by leadership at the Cooperatives, SMEs, Industry, and Trade Office of Bungo Regency. The better the understanding of organizational culture by individual employees, the better the performance, where leadership can encourage the strengthening of the internalization of organizational culture by employees in carrying out their work.

#### 4. CONCLUSION

Based on the results and discussion of the research, the following conclusions can be drawn: (a). Organizational culture has a positive and significant impact on the leadership of the Cooperatives, SMEs, Industry, and Trade Office of Bungo Regency; (b) Organizational culture has a positive and significant impact on the performance of employees of the Cooperatives, SMEs, Industry, and Trade Office of Bungo Regency; (c) Leadership affects the performance of employees of the Cooperatives, SMEs, Industry, and Trade Office of Bungo Regency; (d). Organizational culture affects employee performance mediated by the leadership of the Cooperatives, SMEs, Industry, and Trade Office of Bungo Regency

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