

THE EFFECT OF LEADERSHIP AND ORGANIZATIONAL CULTURE ON STAFF PERFORMANCE AND THEIR IMPLICATIONS ON THE PERFORMANCE OF THE EDUCATION OFFICE OF ACEH SELATAN REGENCY (STUDY IN THE FIELD OF EARLY CHILDHOOD EDUCATION)

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ABSTRACT

This study was conducted at the Education Department for Early Childhood Education Program (PAUD) in Aceh Selatan District, Indonesia. The purpose was to examine the leadership and organizational culture effect on staff performance and their impact on organizational performance. The sample is the head of PAUD in Aceh Selatan District as many as 365 people. Data analysis used the Structural Equation Modeling (SEM) method. The result concludes that Organizational performance, Staff performance, Leadership, and Culture at the PAUD are good; Leadership affects staff performance; Culture affects staff performance; Leadership affects PAUD performance; Culture does not affect PAUD performance; Staff performance affects PAUD performance; Staff performance can mediate the Leadership role in PAUD performance; and, Staff performance can mediate the Culture role in PAUD performance. These findings explain that the PAUD performance model in Aceh Selatan is a function of strengthening leadership, cultural fit, and improving staff performance. These findings also reveal that the performance of PAUD staff is a mediator in the model, both partial, which can increase the leadership role in PAUD performance, and full, which can increase the role of culture in PAUD performance.

Keyword: Organizational Performance, Staff performance, Leadership, and Organizational Culture.

1. INTRODUCTION

The Education Department in Aceh Selatan District, Indonesia, has the task of assisting the Regent in carrying out government affairs in the field of education and culture which are the regional authority and assistance tasks assigned by the regional head. However, the performance of the Aceh Selatan Education Department in advancing education has not been good, where the Educational Aspect of Aceh Selatan Regency is still ranked 16th out of 33 districts/cities in Aceh Province. The Aceh Selatan Education Department has 4 fields, namely Early Childhood Education Program (PAUD) and Non-Formal Education (PNF), Elementary School Development, Middle School Development, and Manpower Development. The Division of PAUD and PNF has the task of carrying out the preparation of materials for the formulation and implementation of policies for the development of PAUD and PNF. PAUD is a coaching effort aimed at children from birth to the age of six which is carried out through the provision of educational stimuli, as a form of assistance for physical and spiritual growth and development so that children have the

readiness to enter further education. The accreditation of PAUD schools in Aceh Selatan Regency is still far from expectations, where 80 percent (294 PAUD schools) have not been accredited. This shows that the performance of the Aceh Selatan Education Department has not been maximized. Based on the initial survey, it was found that the overall performance of the Aceh Selatan Education Department was not good with an average score of 3.08. However, there are still indicators that have a low average value, namely the impact indicator, where respondents think that the program being implemented has not had an impact on increasing the level of education in Aceh Selatan Regency, especially in PAUD.

Human resources in the organization have a very important role in achieving organizational goals. To achieve success, the organization achieving its goals requires the support of human resources as supporters. The initial survey found that the overall performance of the employees of the Aceh Selatan Education Department was not good with an average score of 3.36. However, there are still indicators that have a low average value, namely the discipline indicator, where respondents come to the office often not on time and respondents have not been able to balance between official interests and personal interests. The results of the performance perceived by some employees are not good if it can be generalized to all work units will certainly have an unfavorable impact on the satisfaction of services provided by employees to people who need services. Therefore, systematic and comprehensive efforts must be made to improve the performance value of these employees in a better direction so that the quality of service will increase. Theoretically said, an organization is a place for each of its members (individuals) to realize their needs through work (Mohammad, Habib, and Alias, 2011). The results of research by (Handoyo, 2015), and (Wang, Chou, & Jiang, 2005) showed that leadership affects staff performance.

The initial survey found that overall employee leadership in the Aceh Selatan Education Department is not doing well with an average score of 3.27. However, there are still indicators that have a low average value, namely the leadership has not made maximum use of existing human resources. This shows that leadership in the Aceh Selatan Education Department has not been maximized. The next factor is culture. Culture can affect the way people behave, how to describe their work, and how to work with colleagues determined by their norms, values, and beliefs. Various studies on organizational behavior show that the role of organizational culture supports organizational effectiveness and individual response. (Merentek, Adolfina, & Trang, 2018) found that culture affects employee performance. The initial survey also found that the overall organizational culture of the Aceh Selatan Education Department is not doing well with an average score of 3.23. However, there are still indicators that have a low average score, namely, employees do not have the desire to contribute more to advancing the organization. This shows that the organizational culture in The Aceh Selatan Education Department has not been maximized.

2. LITERATURE

Organizational Performance

Organizational performance is the totality of the work achieved by an organization, achieving organizational goals means can be seen from the level of the extent to which the organization can achieve goals based on predetermined goals (Sujardi, 2009) ; (Sandhika & Sobandi, 2018). Organizational performance according to (Thoha, 2012) is conceptualized as the level of achievement of the goals of the organization concerned. The level of organizational performance

describes how far a private or business organization is, so determining the indicators built is relatively easier than public organizations, because business organizations usually have the main goal is to achieve the maximum profit. Therefore, the dimension used to measure business performance is how much profit it gets. (Handoyo, 2015). Leadership is considered as a factor that fills the void of the existing structure and facilitates work mechanisms. Based on the opinion of (Zarvedi, Yusuf, & Ibrahim, 2016) The factors that affect organizational performance can also be viewed from the organizational culture, which can be measured from the team factor by support and enthusiasm given by teammates, trust in fellow team members, equality and cohesiveness of team members. Another factor is employee performance, where human resources are very important in achieving organizational goals (Fachreza, Musnadi, & Shabri, 2018). A measure of the level of performance of a public organization according to (Indiahono, 2017) used Productivity, Service quality, Responsiveness, and Accountability. Organizational performance in this study will often be referred to as PAUD performance because it is adapted to the research subject.

Staff performance

The definition of a Civil Servant according to the Basic Law in Indonesia, is appointed by an authorized official and assigned a task in a state office, or assigned another state task, and is paid according to the applicable laws and regulations. As defined by (Prawirosentono, 2010) and (Edison et al., 2016) performance is the result of a process that refers to and is measured over a certain period based on pre-determined provisions or agreements to achieve the goals of an organization.

Several factors can affect employee performance according to (Setyarini & Ambariani, 2014), including:

1. Personal Factors (expertise, confidence, motivation, and commitment;
2. Leadership factor (quality of courage/spirit, guidelines for encouraging managers and organizational group leaders);
3. Team/group factor (work system and facilities provided by the organization); and
4. Situational Factors (changes and pressures from the internal and external environment).

As for (Pasolong, 2010), the factors that affect staff performance are Ability, Willingness, Energy, Technology, Compensation, Clarity of objectives, and Security. Specifically for the State Civil Apparatus (ASN), staff performance measurement refers to the Indonesian Regulation Number 46 of 2011 concerning the Assessment of Civil Servants' Performance, namely:

- a. Quantity is a measure of the number.
- b. Quality, is a measure of the quality of work.
- c. Time is a measure of the length of the process.
- d. Cost, is the amount of the budget used.
- e. Service orientation is the quality of service provided.
- f. Integrity is the honesty of ASN employees in their work
- g. Commitment, is ASN's commitment to the organization
- h. Discipline is the level of attendance of employees who comply with working hours
- i. Cooperation, is cooperation between co-workers
- j. Leadership, is an example that employees give to other employees.

Leadership

According to (Kartono, 2019), leadership is a trait, habit, temperament, character, and personality that distinguishes a leader in interacting with others. According to (Yamin & Maisah, 2010) and (Stoner, 1995) state, that leadership is the process of directing and influencing activities related to the work of group members. According to (Wahjosumidjo, 2010), a leader is a person who has good intelligence and responsibility and has traits such as maturity, freedom of social relations, self-motivation, and encouragement of achievement as well as the attitude of humanitarian work relations.

The leadership indicators according to (Hasibuan, 2016) is :

1. Analytical ability, the leader can analyze the steps to achieve the "goal"
2. Exemplary, namely the leader should be able to provide "examples".
3. Rationality and objectivity, namely leadership in determining goals must be rational and in assessing the "subordinates to" objective.
4. Work instructions.
5. Ability to hear suggestions, democratic leadership must be willing to listen to his subordinates to avoid being authoritarian
6. Communication skills, namely having the ability to communicate well in delivering orders to employees.
7. The division of tasks, namely the leader must be able to adapt to the environment to be able to create a "conducive work environment" in the division of labor.
8. Firmness in action.
9. Responsibility.
10. Decision-making ability.

Organizational Culture

(Fachreza et al., 2018) state organizational culture is increasingly developing in line with the increasing dynamics of the internal climate organization. (Taurisa & Ratnawati, 2012) define organizational culture as a system of shared meaning held by members that distinguish the organization from other organizations. Culture represents a common perception of organizational members. Therefore, it is hoped that individuals who have different backgrounds or are at different levels in the organization can similarly understand the culture. The indicators of culture according to (Robbins & Judge, 2017) are Innovation and Risk Taking, Attention to Detail, Result Orientation, People Orientation, Team Orientation, Aggressiveness, and Stability. Organizational culture in this study will often be called just "culture".

Research Hypothesis

Some of the above literature discusses the interrelationships between the variables involved in this study, so the researchers concluded that the hypothesis of this study that can be presented is as follows.

H1 : Organizational performance, Staff performance, Leadership, and Culture at the PAUD are good;

H2 : Leadership affects staff performance;

H3 : Culture affects staff performance;

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- H4 : Leadership affects PAUD performance;
H5 : Culture affects PAUD performance;
H6 : Staff performance affects PAUD performance;
H7 : Staff performance can mediate the Leadership role in PAUD performance;
H8 : Staff performance can mediate the Culture role in PAUD performance.

3. METHOD

This study was conducted at the Aceh Selatan District Education Office. This research presents Leadership, Culture, Staff performance, and PAUD performance as variables. The population was all PAUD school heads at the Aceh Selatan Regency, totaling 365 people. Sampling used the census method where the entire population was used as a sample. The data collected includes primary data and secondary data. To test the model, researchers used the Structural Model test (SEM) thru AMOS software. This data test tool is an inferential statistical tool used for hypothesis testing. Confirmatory factor analysis (CFA) was used first to test the measurement model and after that, the structural model test needs to be done (Hair, Hult, Ringle, & Sarstedt, 2016).

4. RESULT

After all, assumptions were met, then hypothesis testing was assessed based on the critical Ratio (CR) and significance.

Table 1 Standardized Regression Weight

	Influence	Estimate	SE	CR	P	R-Square
Staff performance	<--- Leadership	0.522	0.073	8,037	0.000	0.582
Staff performance	<--- Culture	0.413	0.118	5,855	0.000	
PAUD performance	<--- Leadership	0.137	0.061	2,164	0.030	0.739
PAUD performance	<--- Culture	0.061	0.089	1.015	0.310	
PAUD performance	<--- Staff performance	0.727	0.088	7,188	0.000	

Source: Primary Data Processed, (2022)

Leadership on Staff performance (H2)

The result reveals leadership affects staff performance. The magnitude of the influence is 0.522 or 52.2%. This explains the better the leadership the higher the staff performance. Leaders have the responsibility to create the conditions and incentives that motivate members to achieve the goals set. Motivation or encouragement can have an impact on positive behavior, that is providing morale or a negative impact, namely pressure. The results of research by (Handoyo, 2015), and (Wang et al., 2005) showed that leadership affects staff performance.

Culture on Staff performance (H3)

The result provides that culture affects staff performance. The magnitude of the influence is 0.413 or 41.3%. This explains the more appropriate the Culture the higher the staff performance. Culture can influence the way people behave, the way they describe their job, and the way they work with their colleagues is determined by their norms, values, and beliefs. Various studies on organizational behavior show that the role of culture supports organizational effectiveness and

individual response. The results of the research by (Merentek et al., 2018) show that culture affects staff performance.

Leadership on PAUD performance (H4)

The result explains Leadership affects PAUD performance. The magnitude of the influence is 0.137 or 13.7%. This explains the higher the level of leadership, the higher the PAUD performance. Leadership is the process of using influence without coercion to shape group or organizational goals. Leadership is a dynamic relationship based on the mutual influence between leaders and followers which results in higher levels of motivation (McLaurin & Amri, 2008). Employees who have high motivation will provide maximum performance so which will improve organizational performance. Research (Wang et al., 2005); (Wilderom, Berg, & Wiersma, 2012) found that there is an influence of leadership style on organizational performance.

Culture on PAUD performance (H5)

The result describes Culture affects PAUD performance. (Kotter & Heskett, 1992) say that a strong culture can produce effects that greatly affect individuals and performance. If the process of internalizing culture into a personal culture has been successful, then employees will feel identical with the agency, feel united and there are no obstacles to achieving optimal performance. This is a mutually beneficial condition, both for the agency and the employee.

Staff performance on PAUD performance (H6)

The result describes staff performance affects PAUD performance. The magnitude of the influence of Staff performance on PAUD performance is 0.727 or 72.7%. This explains the higher the staff performance the higher the PAUD performance. Performance measurement of an organization has become an issue in recent years, especially after the many complaints from service users stating that organizational performance is a source of inaction, extortion, and inefficiency. Organizational performance above can be understood that the performance of an organization will be related to staff performance. (Fachreza et al., 2018), staff performance affects significantly organizational performance. This means that the better the employee's performance, the better the organizational performance, and vice versa, the lower the employee's performance, the lower the organizational performance.

Leadership on PAUD performance through Staff performance (H7)

Sobel's calculation provides the result of 4.406 and a significance 0.000. Thus, Staff performance is a mediator that mediates the Leadership and PAUD performance. Thus, because staff performance affects and acts as a mediating variable, leadership affects PAUD performance, then the role of staff performance in mediating the leadership and PAUD performance is partial. Partial means the leadership role in PAUD performance can be mediated by staff performance or not.

Table 2 Leadership role in PAUD performance Through Staff performance

Input:		Test statistic:	Std. Error:	p-value:
a	0.522	Sobel test: 5.40666156	0.07019008	6e-8
b	0.727	Aroian test: 5.38415854	0.07048344	7e-8
s _a	0.073	Goodman test: 5.42944911	0.06989549	6e-8
s _b	0.088	Reset all	Calculate	

(Zainal, Hadad, & Ramly, 2019), an effective leader must be responsive to change, and able to analyze the strengths and weaknesses of its human resources to maximize PAUD performance and solve problems appropriately. Leaders must be flexible in understanding all the potential possessed by the individual. This is in line with efforts to grow the performance of employees. So that later leaders can improve PAUD performance

Culture on PAUD performance through Staff performance (H8)

Sobel's calculation provides the result of 3.222 and significance 0.001. Thus, Staff performance acts as a mediator in Culture effect on PAUD performance. Thus, because Staff performance affects and acts as a mediation variable, Culture has no significant effect on PAUD performance, then the role of Staff performance in mediating the Culture effect on PAUD performance is fully mediating. Full mediation means that the Culture role in PAUD performance is fully mediated by Staff performance whereas the Culture role in PAUD performance can only be explained by Staff performance indirectly.

Table 3. Culture role in PAUD performance Through Staff performance

Input:		Test statistic:	Std. Error:	p-value:
a	0.413	Sobel test: 3.22271199	0.09316718	0.00126983
b	0.727	Aroian test: 3.20287976	0.09374407	0.00136061
s _a	0.118	Goodman test: 3.24291724	0.0925867	0.00118313
s _b	0.088	Reset all	Calculate	

Culture can also be used as a differentiator from other organizations. The Characteristics or uniqueness that can be highlighted can be used as selling points to improve identity/brand, image, and also performance/performance. This situation can be achieved, when all members of the organization understand the overall values. If all members of the organization implement it, then individual performance is the beginning of the formation of organizational performance.

5. CONCLUSION

The result concludes that Organizational performance, Staff performance, Leadership, and Culture at the Aceh Selatan District Education Office (Studies in the Field of Early Childhood Education) are good; Leadership affects staff performance; Culture affects staff performance; Leadership affects PAUD performance; Culture does not affect PAUD performance; Staff performance affects PAUD performance; Staff performance can mediate the Leadership role in

PAUD performance; and, Staff performance can mediate the Culture role in PAUD performance. These findings explain that the PAUD performance model in Aceh Selatan is a function of strengthening leadership, cultural fit, and improving staff performance. These findings also reveal that the performance of PAUD staff is a mediator in the model, both partial, which can increase the leadership role in PAUD performance, and full, which can increase the role of culture in PAUD performance. This model is tested and can form the basis for further academic analysis. Future researchers can develop it by adding new variables, and/or other scopes.

The findings can also be a basis for practitioners to make decisions and set policies and strategies. Especially for the subject of this research (the Aceh Selatan Education Department as the policy maker, specifically PAUD as the implementer of the policy), there are several suggestions to be used as material for preparing future strategies.

- 1) The Leadership variable has the lowest average value on the procedure indicator. This shows that the leader explains organizational procedures and regulations inappropriately and unreasonably to respondents. This can be a concern for organizations to provide training to organizational leaders to understand organizational procedures and regulations.
- 2) The Culture variable has the lowest average value on the safety indicator in the workplace, which explains Security in the workplace is less comfortable for every employee in carrying out their duties. This can be an input for the organization to further improve safety in the workplace for employees.
- 3) The Staff performance variable has the lowest average value on the indicator acceptance of organizational values, whereas a village apparatus, they are less able to accept organizational values. This can be an input for organizations to provide training to members of the organization to better understand the value of being a member of the organization.
- 4) The PAUD performance variable has the lowest average value on the constancy indicator where employees are less consistent and firm in realizing village development. This can be an input for the organization so that it can provide additional incentives to employees who can contribute more to village development

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