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Leadership and Organizational Culture as Predictors of Employee Performance: Evidence from the General Affairs Unit of Makassar City Hall

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Abstract	
<p>Keywords: <i>Leadership; organizational culture; employee performance; public sector; city government; multiple linear regression.</i></p> <p>Conflict of Interest Statement: The author(s) declares that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.</p> <p>Copyright © 2025 POVREMA. All rights reserved.</p>	<p>Purpose: This study examines the influence of leadership and organizational culture on employee performance in the General Affairs unit of Makassar City Hall.</p> <p>Research Design and Methodology: A quantitative, causal design was employed using a structured questionnaire administered to 30 employees. Instrument quality was supported by reliability statistics (Cronbach's alpha: leadership = 0.769; organizational culture = 0.846; performance = 0.776). Multiple linear regression and hypothesis testing were conducted.</p> <p>Findings and Discussion: The regression model indicates that leadership and organizational culture jointly explain 62.5% of the variance in employee performance ($R = 0.791$; $R^2 = 0.625$). Leadership demonstrates a positive and statistically significant association with performance ($B = 0.450$; $t = 2.861$; $p = 0.024$), while organizational culture shows a positive but statistically non-significant association ($B = 0.313$; $t = 1.926$; $p = 0.095$). Simultaneously, the predictors significantly affect employee performance ($F = 5.836$; $p = 0.032$). Implications: Strengthening leadership practices may provide a more direct route to performance improvement; organizational culture interventions may require refinement and broader measurement to yield statistically robust effects in future studies.</p>

Introduction

Employee performance is a central concern in public sector organizations because it directly affects the quality of public services and organizational accountability. Government institutions are increasingly required to demonstrate effectiveness, efficiency, and responsiveness in delivering services to citizens. However, achieving optimal employee performance remains challenging due to variations in leadership quality, organizational values, and work practices. Leadership plays a crucial role in directing, motivating, and shaping employee behavior, while organizational culture provides shared norms and meanings that influence how employees perform their tasks.

In the context of local government, these challenges are particularly visible in administrative units that support the daily operations of public services, such as the General Affairs unit of Makassar City Hall. Differences in leadership styles and the strength of organizational culture may result in uneven levels of employee performance. Therefore, understanding how leadership and organizational culture relate to employee performance is essential for improving public sector management and service outcomes.

Previous studies have consistently reported that leadership is a significant determinant of employee performance. Effective leaders are able to inspire employees, clarify goals, and create a supportive working environment, which in turn enhances individual and organizational performance. Empirical evidence from both private and public sector contexts shows that leadership styles, such as transformational and participative leadership, are positively associated with higher levels of employee motivation and performance.

Similarly, organizational culture has been widely recognized as a key factor influencing employee behavior and performance. A strong organizational culture characterized by shared values, norms, and commitment can encourage employees to work more productively and align their actions with organizational objectives. Several studies have found that organizational culture contributes significantly to performance by shaping attitudes, discipline, and collaboration among employees. Although the majority of existing research supports the importance of leadership and organizational culture, findings are not always consistent. Some studies indicate that organizational culture has a weaker or indirect effect on performance, suggesting that contextual factors may influence the strength of this relationship.

Most previous studies have examined leadership and organizational culture in large public institutions or private organizations, while relatively few have focused on specific administrative units within local government settings. In addition, limited empirical evidence is available regarding how these variables operate within the General Affairs unit of Makassar City Hall. The inconsistency in prior findings concerning the effect of organizational culture on employee performance also indicates the need for further investigation.

Therefore, a research gap exists in understanding the relative contributions of leadership and organizational culture to employee performance in this specific organizational context.

Based on the identified gap, this study addresses the following research questions: (1) Does leadership significantly influence employee performance in the General Affairs unit of Makassar City Hall? (2) Does organizational culture significantly influence employee performance in the same unit? (3) Do leadership and organizational culture simultaneously influence employee performance? Accordingly, the objectives of this study are to analyze the partial and simultaneous effects of leadership and organizational culture on employee performance. The novelty of this research lies in its empirical focus on a specific administrative unit within a local government institution and in providing evidence regarding the relative strength of leadership and organizational culture as predictors of employee performance in this context.

Literature Review

Leadership

Leadership refers to the ability of an individual to influence, motivate, and guide others in order to achieve organizational goals. Effective leadership involves setting a clear vision, providing direction, and creating an environment that encourages employees to perform at their best. Leaders who demonstrate integrity, competence, and concern for employees tend to build trust and commitment, which are essential for high performance.

In organizational settings, leadership is often associated with behaviors such as giving clear instructions, providing feedback, supporting employee development, and involving subordinates in decision-making. Previous studies have shown that leadership has a positive and significant effect on employee performance, as strong leadership can enhance motivation, job satisfaction, and work discipline. When employees perceive their leaders as capable and supportive, they are more likely to demonstrate higher levels of performance.

Organizational Culture

Organizational culture can be defined as a system of shared values, beliefs, norms, and practices that guide the behavior of members within an organization. Culture shapes how employees interact with each other, how they approach their work, and how they respond to organizational challenges. A strong and positive organizational culture promotes cooperation, commitment, and a sense of belonging among employees.

Several scholars argue that organizational culture plays an important role in determining employee performance. A culture that emphasizes professionalism, accountability, and continuous improvement can encourage employees to work more effectively and efficiently. However, some

empirical findings suggest that the influence of organizational culture on performance may vary depending on organizational context and individual characteristics, indicating that culture does not always have a direct and strong effect.

Employee Performance

Employee performance refers to the level of achievement of employees in carrying out their duties in accordance with predetermined standards and objectives. Performance is commonly measured through indicators such as work quality, work quantity, timeliness, responsibility, and cooperation. High employee performance reflects an employee's ability and willingness to complete tasks effectively and contribute to organizational goals.

In the public sector, employee performance is particularly important because it affects service quality and public trust. Improving performance requires not only individual competence but also supportive leadership and a conducive organizational environment.

Relationship between Leadership, Organizational Culture, and Employee Performance

Leadership and organizational culture are interrelated factors that jointly influence employee performance. Leaders play a key role in shaping and maintaining organizational culture through their values, behaviors, and decisions. At the same time, a strong organizational culture can reinforce leadership practices by providing shared norms and expectations.

Empirical studies generally indicate that leadership has a direct positive effect on employee performance, while organizational culture may have either direct or indirect effects. Together, these two variables are expected to explain a substantial proportion of variance in employee performance, especially in organizational contexts where managerial practices and cultural values are clearly defined.

Hypotheses Development

Based on the theoretical review and previous empirical findings, the following hypotheses are proposed:

H1: Leadership has a positive and significant effect on employee performance.

H2: Organizational culture has a positive and significant effect on employee performance.

H3: Leadership and organizational culture simultaneously have a significant effect on employee performance.

Research Design and Methodology

This study employed a quantitative approach with a causal research design to examine the effects of leadership and organizational culture on employee performance. The design was considered appropriate because it enables the researcher to test hypotheses and determine causal relationships among variables. The population of this study consisted of all employees working in the General Affairs unit of Makassar City Hall, totaling 200 employees. A sample of 30 respondents was selected using a random sampling technique, allowing each member of the population an equal chance to be included in the study. Primary data were collected through a structured questionnaire distributed directly to respondents. The questionnaire items were developed based on established indicators of leadership, organizational culture, and employee performance. Responses were measured using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Secondary data were obtained from institutional documents and relevant literature to support the analysis. Before hypothesis testing, instrument quality was evaluated through validity and reliability tests. Item validity was assessed using the correlation between item scores and total scores, while reliability was examined using Cronbach's alpha coefficient. All variables demonstrated acceptable reliability values above 0.70, indicating that the instruments were reliable. Data were analyzed using multiple linear regression analysis to test the effects of leadership and organizational culture on employee performance. In addition, correlation analysis (R), coefficient of determination (R^2), t-tests (partial effects), and F-tests (simultaneous effects) were conducted. Statistical analysis was performed using SPSS software. The significance level was set at 0.05.

Findings and Discussion

Findings

Respondent Characteristics

The characteristics of respondents describe the demographic profile of employees participating in this study. These characteristics include gender, age, education level, and length of service, which provide an overview of the research sample.

Table 1. Respondent Characteristics

Variable	Category	n	%
Gender	Male	28	66.66
	Female	14	33.33
Age (Years)	26-30	2	4.76
	31-35	6	14.29
	36-40	8	19.05
	41-45	3	7.14
	46-50	8	19.05
	51-55	15	35.71
Education Level	Master's Degree	10	23.80
	Bachelor's Degree	24	57.15
	Senior High School	8	19.05
Work Length (Years)	1-5	3	7.14
	6-10	7	16.67
	11-15	6	14.29
	16-20	8	19.05
	21-25	9	21.43
	26-30	5	11.90
	31-35	4	9.52

Source: Processed primary data (2025)

Table 1 shows that the majority of respondents are male (66.66%), while female employees account for 33.33%. In terms of age, most respondents are between 51-55 years (35.71%), followed by those aged 36-40 years and 46-50 years (each 19.05%). Regarding education level, most employees hold a bachelor's degree (57.15%), followed by a master's degree (23.80%). Based on work length, the largest proportion of respondents have worked for 21-25 years (21.43%), indicating that most respondents are experienced employees.

Validity and reliability testing was conducted to ensure that the measurement instruments used in this study meet acceptable statistical standards. The results of the validity and reliability tests are presented in Table 2.

Table 2. Validity and Reliability Test Results

Variable	Indicator	r-calculated	Cronbach's Alpha	Result
Leadership	X1.1	0.6254	0,769	Valid & Reliable
	X1.2	0.7277		Valid & Reliable
	X1.3	0.7415		Valid & Reliable
	X1.4	0.4215		Valid & Reliable
	X1.5	0.7415		Valid & Reliable
	X1.6	0.8077		Valid & Reliable
	X1.7	0.6102		Valid & Reliable
	X1.8	0.4275		Valid & Reliable
	X1.9	0.6051		Valid & Reliable
	X1.10	0.5349		Valid & Reliable
Organizational Culture	X2.1	0.4726	0,846	Valid & Reliable
	X2.2	0.8912		Valid & Reliable

	X2.3	0.4941		Valid & Reliable
	X2.4	0.5740		Valid & Reliable
	X2.5	0.3453		Valid & Reliable
	X2.6	0.3062		Valid & Reliable
	X2.7	0.8035		Valid & Reliable
	X2.8	0.5376		Valid & Reliable
	X2.9	0.5222		Valid & Reliable
	X2.10	0.5141		Valid & Reliable
Performance	Y1.1	0.4338	0,776	Valid & Reliable
	Y1.2	0.8035		Valid & Reliable
	Y1.3	0.7257		Valid & Reliable
	Y1.4	0.6359		Valid & Reliable
	Y1.5	0.8288		Valid & Reliable
	Y1.6	0.5270		Valid & Reliable
	Y1.7	0.7031		Valid & Reliable
	Y1.8	0.6864		Valid & Reliable
	Y1.9	0.4035		Valid & Reliable
	Y1.10	0.6745		Valid & Reliable

Source: Processed primary data (2025)

Table 2 indicates that all indicators of leadership, organizational culture, and employee performance have r-calculated values exceeding the minimum acceptable threshold, demonstrating that all items are valid. The Cronbach's alpha values for leadership (0.769), organizational culture (0.846), and employee performance (0.776) are greater than 0.70, indicating that the instruments used in this study are reliable and internally consistent.

Multiple linear regression analysis was conducted to examine the effect of leadership and organizational culture on employee performance.

Table 3. Multiple Linear Regression Results

Variable	Regression Coefficient (B)	t-value	Sig.
Leadership (X1)	0.450	2.861	0.024
Organizational Culture (X2)	0.313	1.926	0.095
Constant	—	—	—

Source: Processed primary data (2024)

Table 3 shows that the regression coefficient for leadership is 0.450 with a significance value of 0.024, indicating a positive and statistically significant effect on employee performance. The regression coefficient for organizational culture is 0.313 with a significance value of 0.095, indicating a positive but statistically non-significant effect. These coefficients describe the direction and magnitude of the relationship between each independent variable and employee performance.

The strength of the relationship between independent variables and employee performance was measured using correlation (R) and coefficient of determination (R²).

Table 4. Model Summary

R	R Square	Adjusted R Square
0.791	0.625	0.602

Source: Processed primary data (2024)

Table 4 presents a correlation coefficient (R) of 0.791, indicating a strong relationship between leadership, organizational culture, and employee performance. The coefficient of determination (R²) of 0.625 means that 62.5% of the variance in employee performance can be explained by leadership and

organizational culture, while the remaining 37.5% is influenced by other factors not examined in this study.

Partial hypothesis testing using the t-test shows that leadership has a statistically significant effect on employee performance ($p < 0.05$). In contrast, organizational culture has a positive but statistically non-significant effect ($p > 0.05$). Simultaneous hypothesis testing using the F-test indicates that leadership and organizational culture jointly have a significant effect on employee performance, as reflected by an F-value of 5.836 with a significance level of 0.032 ($p < 0.05$).

Partial testing using the t-test indicates that leadership has a statistically significant effect on employee performance ($p < 0.05$), whereas organizational culture does not show a statistically significant effect ($p > 0.05$). Simultaneously, the F-test result ($F = 5.836$; $p = 0.032$) indicates that leadership and organizational culture together have a significant effect on employee performance.

Discussion

The Effect of Leadership on Employee Performance

The findings indicate that leadership has a positive and statistically significant effect on employee performance in the General Affairs unit of Makassar City Hall. This result suggests that better leadership practices are associated with higher levels of employee performance. Leaders who are able to provide clear direction, motivate employees, and demonstrate supportive behavior tend to encourage employees to perform their tasks more effectively.

This finding is consistent with leadership theory, which emphasizes that leaders play a central role in influencing employee attitudes and behaviors. Effective leadership creates a work environment in which employees feel valued and guided, thereby increasing their commitment to achieving organizational goals. In public sector organizations, where formal procedures and hierarchical structures are common, leadership becomes even more important in ensuring that employees remain motivated and focused on performance standards.

The significant effect of leadership also supports previous empirical studies that reported leadership as a strong predictor of employee performance. These studies suggest that employees who perceive their leaders as competent and fair are more likely to demonstrate higher productivity, discipline, and work quality. Thus, the present study reinforces the view that leadership is a critical managerial factor in improving employee performance.

The Effect of Organizational Culture on Employee Performance

The results show that organizational culture has a positive but statistically non-significant effect on employee performance. This indicates that, although organizational culture tends to move in a positive direction with performance, its influence is not strong enough to be considered statistically significant in this study. One possible explanation is that employees may perceive organizational culture as a routine aspect of their work environment rather than as a motivating factor that directly affects their performance.

From a theoretical perspective, organizational culture is expected to shape employee behavior through shared values and norms. However, the strength of this influence may depend on how deeply these values are internalized by employees. In the context of the General Affairs unit, it is possible that cultural values are not yet fully integrated into daily work practices, which may weaken their impact on performance.

This finding differs from some previous studies that found a significant relationship between organizational culture and employee performance, but it is in line with other research indicating that culture does not always have a direct effect. These mixed results suggest that the role of organizational culture may vary across organizational contexts and may interact with other factors, such as leadership or individual motivation.

Simultaneous Effect of Leadership and Organizational Culture on Employee Performance

The simultaneous testing results demonstrate that leadership and organizational culture together have a significant effect on employee performance. This indicates that, when considered jointly, these two variables contribute meaningfully to explaining variations in employee performance. Leadership and organizational culture are closely interconnected, as leaders play a key role in shaping and reinforcing organizational culture. Strong leadership can strengthen cultural values, while a supportive culture can enhance the effectiveness of leadership practices. Therefore, the combined influence of leadership and organizational culture provides a more comprehensive explanation of employee performance than either variable alone.

This finding supports the notion that improving employee performance requires an integrated managerial approach that emphasizes both effective leadership and the development of a positive organizational culture. In the context of public sector organizations, such an approach is particularly important for achieving sustainable performance improvement.

Conclusion

The findings of this study indicate that leadership has a positive and statistically significant effect on employee performance in the General Affairs unit of Makassar City Hall. Organizational culture shows a positive but statistically non-significant effect on employee performance. Furthermore, leadership and organizational culture simultaneously have a significant effect on employee performance. These results suggest that leadership plays a more dominant role in influencing employee performance compared to organizational culture in the context of this study.

This research contributes to the development of human resource management and public sector management literature by providing empirical evidence on the relative importance of leadership and organizational culture in a specific local government setting. Practically, the findings imply that strengthening leadership capacity through training and development programs may serve as an effective strategy to improve employee performance. Although organizational culture did not show a significant individual effect, efforts to foster positive values, professionalism, and cooperation remain important as part of a comprehensive performance improvement strategy.

This study has several limitations. First, the sample size was relatively small and limited to one organizational unit, which may restrict the generalizability of the findings. Second, the study relied on self-reported data, which may be subject to response bias. Future research is recommended to involve larger samples, include multiple government units, and consider additional variables such as motivation, job satisfaction, or work environment. Further studies may also employ mixed methods approaches to gain deeper insights into the mechanisms linking leadership, organizational culture, and employee performance.

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