THE INFLUENCE OF LEADERSHIP, ORGANIZATIONAL CULTURE, COMPETENCE ON THE PERFORMANCE OF CIVIL SERVANTS (PNS) OF PUBLIC HEALTH CENTER BATU AJI BATAM

Habibi[1], Indrayani[2], Muammar Khaddafi[3], Yanita[4], Mulyadi[5]

[1] Department of Management Master Program Batam University, Indonesia

E-mail: [1)] presma.habibi@gmail.com

Abstract

The purpose of this research was to determine the causality of the relationship between leadership, organizational culture, competence on the performance of civil servants at Batu Aji Batam Public Health Center. This study uses quantitative methods with analysis tools for the Statistical Package for the Social Sciences (SPSS) 25. The number of research respondents was 42 samples using a questionnaire. The results showed that (1) leadership had no significant effect on the performance of civil servants at Batu Aji Batam Public Health Center; (2) organizational culture has a significant effect on the performance of civil servants at Batu Aji Batam Public Health Center; (3) competence has a significant effect on the performance of civil servants in Batu Aji Batam Public Health Center; (4) leadership, organizational culture, competence simultaneously have a significant effect on the performance of civil servants at Public Health Center Batu Aji Batam

Keywords: Leadership, Organizational Culture, Competence and Performance.

1. INTRODUCTION

The current condition of the Covid-19 virus pandemic has resulted in decreased productivity of companies and activities of government agencies. Work From Home (WFH) is a solution so that activities continue to exist even though they are not optimal. Government agencies, especially those that carry out public services such as the health sector, have a highly correlated activity with the Covid-19 pandemic, these agencies must continue to provide public health services because they are the main supporters in the fight against the virus.

The role of health workers or employees, especially civil servants such as doctors, nurses, laboratory and administrative personnel, health extension workers as the main component of Human Resources (HR) in supporting organizational effectiveness in the current pandemic situation, is required to improve the performance of community services. even though mental pressure and Covid-19 are a threat. Human resources (HR) is a major component in the effectiveness of company organizations or government agencies. HR affects organizational performance (Widiyanti, Airlangga, 2018).

This phenomenon also occurs in Puskesmas Batu Aji Batam, competence, work habits and responsibilities as well as leadership support are energy for the performance of health workers and others. The extensive activities of medical and non-medical personnel in providing services and professional responsibilities in a pandemic condition can degrade the performance of civil servants.

Hasil The results of this study are expected to know how the influence of leadership variables, organizational culture and competence affect the performance variables of civil servants at Puskesmas Batu Aji Batam. The factors that influence leadership according to Badeni (2014) consist of:

THE INFLUENCE OF LEADERSHIP, ORGANIZATIONAL CULTURE, COMPETENCE ON THE PERFORMANCE OF CIVIL SERVANTS (PNS) OF PUBLIC HEALTH CENTER BATU AJI BATAM

(1) personality; (2) superiors' expectations and behavior; (3) characteristics; (4) task requirements; (5) organizational climate and policies; (6) peer expectations and behavior.

Siagian (2018) states that organizational culture is repetitive behavior and becomes the value and style of a group of individuals in an organization, or agreed norms in determining the behavior of individual organizations. The indicators of organizational culture according to Malini (2017) are: (1) leadership; (2) communication; (3) motivation.

According to Dessler (2015) Competence consists of 3 dimensions, that is: Personal Competence, there are several indicators in it, those are: 1. Behave ethically and provide evidence-based assessments. 2. Setting and achieving goals. 3. Manage tasks effectively and develop personally.

Irawati (2018) states that performance is the result of work in quality and quantity achieved by employees in carrying out tasks according to given responsibilities. Retnowati, et al (2017) stated that lecturer performance is assessed through four aspects, namely: (1) performance in teaching; (2) performance in research; (3) performance in Community Service Programs; (4) lecturer capacity.

Several research results related to this research variable resulted from the results of the study by Antara (2015) that there was a positive influence of leadership variables on employee performance. Siagian (2018) states that organizational culture has a significant effect on employee performance. Shielpani, Firmansyah (2018) that the influence of competence on employee performance is 41%.

2. IMPLEMENTATION METHOD

This quantitative research emphasizes the existence of research object variables and must be defined in an operational form on each variable. This research variable relationship uses an associative approach (Siregar, 2016). Research to test the relationship between leadership variables (X1), Organizational Culture (X2), Competence (X3) on performance (Y).

Population and sample as a generalization area consisting of objects / subjects that have certain qualities and characteristics determined by the researcher for study and then draw conclusions. The sample is part of the number and characteristics of the population. Samples taken from the population must be representative because the research analysis is based on sample data while the conclusions will be applied to the population. A representative sample was obtained using a sampling technique (Sugiyono, 2011).).

Civil servants at Public health center Batu Aji as a population of 42 and used as the research sample as a whole because they are saturated samples or below 100. Research conceptual framework are below:
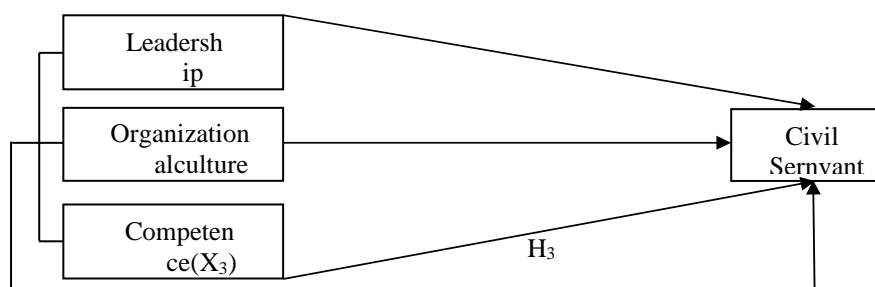
The research hypothesis is as follows:

1. Leadership has a significant effect on the performance of civil servants

2. Organizational Culture has a significant effect on the performance of civil servants
3. Competence has a significant effect on the performance of civil servants
4. Leadership, Organizational Culture, Competence have a significant effect on the performance of civil servants

Data analysis techniques were through: (1) validity testing; (2) reliability test; (3) classical assumption test; (4) Hypothesis test, consisting of the coefficient of determination test, the F statistical test (F-test), the t-test statistic (t-test). The analysis of the results of data processing to answer the hypothesis formulation and the criteria for acceptance.

3. RESULTS AND DISCUSSION
Result

The validity test is the accuracy between the collected data and the data that actually occurs on the object under study. The decision to test the validity of the respondent's item is as follows: (1) the value of r table with dk = n-2 and a significance level of 5%; (2) the statement item under study is said to be valid if r Count> r Table; (3) the statement item is said to be invalid if r Count <r Table. An instrument is declared reliable if the reliability coefficient is at least 0.60 or an alpha value> 0.60 (Sugiyono, 2011).

The instrument validity test of 42 samples resulted in a significance level of 5% and r Count> r Table, or pearson correlation> 5%, then it was declared valid.

Tabel 1. Uji Validitas Variabel Kepemimpinan (X1)

Indicator	pearson correlation	Sig. (2-tailed)	Evidence
x1.1	.642**	0.000	Valid
x1.2	.740**	0.000	Valid
x1.3	.617**	0.000	Valid
x1.4	.795**	0.000	Valid
x1.5	.703**	0.000	Valid
x1.6	.556**	0.000	Valid
x1.7	.581**	0.000	Valid
x1.8	.546**	0.000	Valid
x1.9	.686**	0.000	Valid
x1.10	.796**	0.000	Valid
x1.11	.555**	0.000	Valid
x1.12	.790**	0.000	Valid

Tabel 2. Test the Validity of Organizational Culture Variables (X2)

Indicator	pearson correlation	Sig. (2-tailed)	Evidence
x2.1	.798**	0.000	Valid
x2.2	.760**	0.000	Valid
x2.3	.653**	0.000	Valid
x2.4	.612**	0.000	Valid
x2.5	.801**	0.000	Valid

International Journal of Social Science, Educational, Economics, Agriculture Research, and Technology (IJSET)
E-ISSN: **E-ISSN: 2827-766X | WWW.IJSET.ORG**

155

x2.6	.591**	0.000	Valid

(Source: Results of Data Processing with SPSS Version 25)

Tabel 3. Test the Validity of Competency Variables (X3)

Indicator	pearson correlation	Sig. (2-tailed)	Evidence
x3.1	.592**	0.000	Valid
x3.2	.588**	0.000	Valid
x3.3	.655**	0.000	Valid
x3.4	.778**	0.000	Valid
x3.5	.781**	0.000	Valid
x3.6	.623**	0.000	Valid

(Source: Results of Data Processing with SPSS Version 25)

Tabel 4. Validity Test of Performance Variables (Y)

Indicator	pearson correlation	Sig. (2-tailed)	Evidence
y1	.571**	0.000	Valid
y2	.755**	0.000	Valid
y3	.762**	0.000	Valid
y4	.654**	0.000	Valid
y5	.619**	0.000	Valid
y6	.670**	0.000	Valid
y7	.652**	0.000	Valid
y8	.755**	0.000	Valid

(Source: Results of Data Processing with SPSS Version 25)

The reliability test on the instrument resulted in a reliability coefficient> 0.60 or an alpha value> 0.60, then it was declared reliable.

Tabel 5. Reliability Statistics Variable

Variable	Cronbach's Alpha	Evidence
x1	.760	Reliabel
x2	.777	Reliabel
x3	.766	Reliabel
Y	.766	Reliabel

(Source: Results of Data Processing with SPSS Version 25)

The classical assumption test resulted in a normality test with a histogram forming a bell
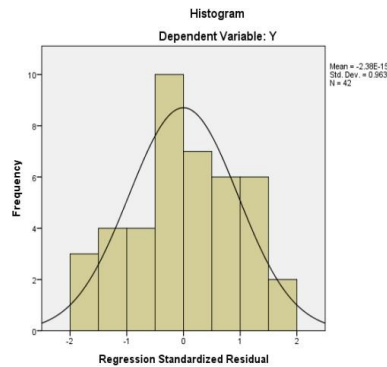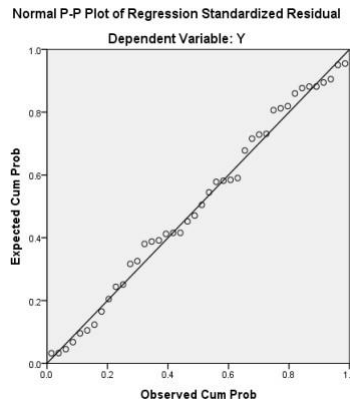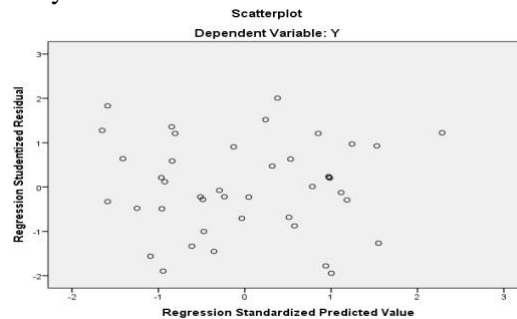

image and normally distributed.

Picture 2. Histogram

The P-P Plot test results show that the points are scattered and follow the diagonal line, so the instrument is declared normal.

Picture 3. Normal P Plot

The multicollinearity test results have a Variance Inflation Factor (VIF) value of less than 10. Then it is free from multicollinearity.

Picture 4. Scater Plot

The results of the heteroscedasticity test were evenly distributed, those are the upper, lower, right and left directions.

International Journal of Social Science, Educational, Economics, Agriculture Research, and Technology (IJSET)
E-ISSN: **E-ISSN: 2827-766X | WWW.IJSET.ORG**

157

THE INFLUENCE OF LEADERSHIP, ORGANIZATIONAL CULTURE, COMPETENCE ON THE PERFORMANCE OF CIVIL SERVANTS (PNS) OF PUBLIC HEALTH CENTER BATU AJI BATAM

Tabel 6. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.928a	0.862	0.851	1.49610

Predictors: (Constant), X3, X1, X2
(Source: Results of Data Processing with SPSS Version 25)

Tabel 7. Multiple Regression Test Results t test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.609	1.991		1.310	0.198
	X1	0.041	0.090	0.060	0.460	0.648
	X2	0.411	0.158	0.362	2.605	0.013
	X3	0.734	0.161	0.547	4.556	0.000

a.Dependent Variable: Y

(Source: Results of Data Processing with SPSS Version 25)

Tabel 8. Multiple Regression Test Results F Test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	530.778	3	176.926	79.044	.000b
	Residual	85.056	38	2.238		
	Total	615.833	41			

Dependent Variable: Y

Predictors: (Constant), X3, X1, X2

(Source: Results of Data Processing with SPSS Version 25)

The relationship of variables X1, X2, X3 to Y is based on the calculation of the coefficient as below:

The significance value of X1 to Y is 0,648 > 0,05, so X1 has mo significant effevt on Y.

The significance value of X2 to Y is 0,013 < 0,05, so X2 significant effect on Y.

The significance value of X3 to Y is 0,000 < 0,05, so X3 has a significant effect on Y.

The significance value of X1, X2, X3 simultaneously against to Y is 0,000 < 0,05, so X1, X2, X3 significant effect on Y. Contribution X1, X2, X3 to Y is 86,2 %, and 13,8 % Contributed by other variables.

The results of the calculation of the relationship between the variables X1, X2 and X3 on Y are interpreted as follows:

Leadership has no significant effect on the performance of civil servants at Public Health center Batu Aji Batam.

Organizational culture has a significant effect on the performance of civil servants at Public Health Center Batu Aji Batam.

Competence has a significant effect on the performance of civil servants at Public Health Center Batu Aji Batam.

Leadership, organizational culture, competence simultaneously have a significant effect on the performance of civil servants Public Health Center Batu Aji Batam. The variable contribution of leadership, organizational culture and competence to the performance of civil servants was 86.2%, and 13.8% was contributed by other variables not examined in this study.

Discussion

The causal relationship between variables obtained a significance value of X1 to Y of 0.648> 0.05, so the first hypothesis (H1) is rejected because leadership has no significant effect on civil servant performance.

This insignificant relationship is because in principle all civil servants at the Batu Aji Batam Public Health Center have committed jointly and are fully responsible to provide services to the community amid the Covid-19 pandemic. The employees already have a good personality in the midst of a pandemic without having to be directed again by the leadership. Consistency towards professionalism has gone well.

The significance value of X2 to Y is 0.013 <0.005, then the second hypothesis (H2) is accepted. Organizational culture has a significant effect on the performance of civil servants at Public Health Center Batu Aji Batam. The significant influence of organizational culture on the performance of civil servants is because civil servants are able to adapt to circumstances and the environment, have good communication and relationships.

The significance value of X3 to Y is 0.000 <0.005, then the third hypothesis (H3) is accepted, so competence has a significant effect on the performance of civil servants at Public Health Center Batu Aji Batam. This significant influence is because the performance of these civil servants has behaved according to their professionalism and has been proven in providing services. The significance value of X1, X2, X3 simultaneously to Y is 0.000 <0.005, then the fourth hypothesis (H4) is accepted, so leadership, organizational culture and competence on the performance of civil servants. This means that the leadership element at Public Health Center Batu Aji Batam has been able to build a good organizational culture, competence has been implemented properly and is full of responsibility.

4. CONCLUSION

Based on the results of the analysis and previous discussion, this research can be concluded as follows:

1. Leadership has no significant effect on the performance of civil servants at Public Health Center Batu Aji Batam.
2. Organizational culture has a significant effect on the performance o civil servant at Public Health Center Batu Aji Batam.
3. Competence has a significant effect on the performance of civil servant at Public Health Center Batu Aji Batam.
4. Leadership, organizational culture, competence simultaneously have a significant effect on the performance of civil servants at Public Health Center Batu Aji Batam. The variable contribution ofleadership, organizational culture and competence to the performance of civil servants was 86.2%, and 13.8 was contribute by other variables not examined in this research .

International Journal of Social Science, Educational, Economics, Agriculture Research, and Technology (IJSET)
E-ISSN: **E-ISSN: 2827-766X | WWW.IJSET.ORG**

159

REFERENCES

Antara. Pengaruh Kepemimpinan, Lingkungan Kerja Fisik dan Kompensasi pada Kinerja Karyawan UD. Terus di Bali: Jurnal Manajemen, Strategi Bisnis dan Kewirausahaan Vol. 9, 156 No. 2, Agustus (2015).

Badeni. 2014. Manajemen Sumber Daya Manusia, Jakarta, Rineka Cipta.

Dessler,G. (2015), Manajemen Sumber Daya Manusia, ed.14, Jakarta: Salemba Empat.

Malini, H. Pengaruh Budaya Organisasi Dan Pelatihan Kerja Terhadap Kinerja Karyawan Pt Pos Indonesia (Persero) Kantor Pos Baturaja 32100. Kolegial, 3(1), 20– 35. https://doi.org/2088-5644 (2017).

Retnowati, Hartiti, Trie dkk. Model Evaluasi Kinerja Dosen: Pengembangan Instrumen Untuk Mengevaluasi Kinerja Dosen. Jurnal Penelitian dan Evaluasi Pendidikan Volume 21, No 2 (2017).

Shielpani, Amalia, Firmansyah, Yayan. Pengaruh Budaya Organisasi dan Kompetensi Terhadap Kinerja Karyawan (Survei Pada Bank Jawa Barat Bantenkantor Cabang Suci Bandung). Jurnal Manajemen Magister, Vol.04. No.02, Juli 2018.

Siagian, M. Pengaruh disiplin kerja, budaya organisasi, kompetensi, dan motivasi kerja terhadap kinerja karyawan pada pt. sat nusapersada tbk batam. Jurnal Akrab Juara, 3(1), 1–18 (2018).

Siregar, S. Statistika Deskriptif untuk Penelitian. Depok: PT RajaGrafindo Persada (2016).

Sugiyono. Metode Penelitian Kombinasi (Mix Method). Bandung: R&D Alfabeta (2011).

Widiyanti, N. W., & Airlangga, A. J. Pengungkapan Sumber Daya Manusia dan Pengaruhnya Terhadap Citra Perusahaan (2017).