



The Influence of Work Ability and Organizational Culture on Employee Performance Through Leadership in Malaka Regency Government

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Abstract. *The Regional Secretariat (SEKDA) of Malacca Regency is an assistant element of the district government leadership led by a regional secretary who is under and responsible to the Regent. This study aims to analyze the effect of work ability, organizational culture on employee performance through leadership in the Regional Secretariat (SEKDA) of Malacca Regency. The sample used in this study was 58 employees. The method used is linear regression analysis. The results showed that there was a partially significant effect of work ability, organizational culture and leadership variables on employee performance. The work ability variable has a significant effect on employee performance. Organizational culture has a significant influence on employee performance.*

Keywords: *Work Ability, Organizational Culture, Leadership, Employee Performance.*

1. INTRODUCTION

Human resources are one of the important resources. These human resources can be optimally utilized in an organization, to be managed in such a way by management in order to improve organizational performance. Employee performance in an organization is always a measure of success in maintaining the continuity of the organization. Performance is the result of work that can be obtained by workers, a management process or an organization as a whole, where the results of the work can be shown in real terms, both in terms of quality and quantity (Sedarmayanti, 2016). Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given (Sedarmayanti, 2016).

There are factors that determine performance, namely from outside or within the individual. Intrinsic factors that influence individuals in working involve motivation from within and all abilities possessed while extrinsic factors are from the environment. Performance is the work results that employees achieve in terms of quantity or quality in carrying out their duties according to their responsibilities or tasks (Kusumawardani and Muljono 2018).

According to Blanchard and Hersey in Gibson (1994:5-6), work ability is a condition that exists in workers who are truly effective and successful in working according to their field of work [3]. According to Robbins (1998), work ability is an individual's capacity to carry out various tasks in a job. Ability is a person's capacity to carry out various tasks in their work. Ability is related to the level of individual ability

needed to complete a particular job. Ability in an organization is very much needed, especially to answer the demands of the organization, where there are very rapid changes, increasingly complex and dynamic developments in problems, and uncertainty about the future in the order of community life. Thus, to form productive human resources and capabilities, a mature organizational culture is needed. According to Handoko (2013) organizational culture is a set of values, beliefs, and main attitudes that are applied among members of the organization. The results of research conducted by Himawan (2019) state that there is an influence of organizational culture on employee performance, and an influence of leadership style on employee performance.

The role of a leader in an organization within the scope of government is very much needed to control each employee's performance effectively and efficiently. According to Mangkunegara (2016), initially the word Performance came from the term job performance or Actual Performance (actual work performance obtained by individuals). Important factors that determine employee performance and the ability of the organization to adapt to changes in organizational culture. Leadership can be said to be a way for a leader to direct, encourage and organize all elements in a group or organization to achieve a desired organizational goal so as to produce maximum employee performance.

Based on the description above, work ability, organizational culture and leadership with employee performance at the SEKDA Malaka Regency are very interesting topics.

2. LITERATURE REVIEW

Definition of Performance

According to Sedarmayanthi (2016), performance is the work results that workers can obtain, a management process or an organization as a whole, where the work results can be shown with real evidence both in terms of quality and quantity.

Performance is a result of a series of activities indicated during a certain time according to binding policies (Edison 2016:190). According to Mangkunegara (2016:67), initially the word Performance came from the term job performance or Actual Performance (actual work performance obtained by individuals). According to Busro (2018), performance is the result of work that can be achieved by employees, both individuals and groups in an organization, in accordance with the authority and responsibility given by the organization in an effort to achieve the vision, mission and

goals of the organization concerned by including ability, perseverance, independence, ability to overcome problems according to the time limit given legally, not violating the law and in accordance with morals and ethics.

Definition of Leadership

Gary Yuky (2012), defines leadership as an individual's ability to influence, motivate, and enable others to contribute to the effectiveness and success of an organization. According to Rivai and Mulyadi (2012), leadership basically involves other people, involves an unequal distribution of power between leaders and group members, mobilizes abilities by using various forms of power to influence subordinate behavior, and involves values. Khuntia and Suar (2004) state that all theories of leadership emphasize three ideas that are built either together or separately, namely: (1) rationality, behavior, and personality of leaders; (2) rationality, behavior and personality of followers; and (3) factors related to task implementation, organizational climate, and culture.

Understanding Organizational Culture

Organizational Culture according to Schein (2004:17) is a pattern of basic assumptions that are understood together in an organization, especially in solving problems faced. According to Darmawan (2013) Organizational culture is a set of values, beliefs, and main attitudes that are applied among members of the organization. Organizational culture is useful for building in redesigning the management control system, namely as a tool to create commitment so that managers and employees are willing to carry out strategic planning programming, budgeting controlling, monitoring, evaluation and others Rivai, (2012).

Definition of Work Ability

Work ability is a person's ability that includes intelligence and skills in solving problems faced, (Handoko, 2013). The term ability is defined in terms of what is expected in the workplace which refers to knowledge, skills, and attitudes that in their application must be consistent and in accordance with the work standards required in the job. There are several factors that determine work ability according to Handoko (2013), namely: 1) Formal education factors, 2) Training factors, 3) Work experience factors.

Relevant Previous Research

This study compares previous studies, namely Farlen (2011) and Zufrie (2015) which stated that employee skills can improve leadership and employee performance. Research conducted by Himawan (2019), Girniawan (2019), Hasmin (2016), and Ekasari

(2017) stated that there is an influence of leadership style on employee performance, to the joint influence of organizational culture and leadership style on employee performance. Ekasari's research (2017) also stated that leadership and organizational culture variables have a significant positive effect on employee performance.

Hypothesis

Hypothesis is a temporary answer to the formulation of research problems, therefore the formulation of research problems is usually arranged in the form of questions. It is said to be temporary, because the answers given are only based on relevant theories, not yet based on empirical facts obtained through data collection. So the hypothesis can also be stated as a theoretical answer to the formulation of research problems, not yet an empirical answer (Sugiyono, 2010).

H1: There is a significant influence between work ability and organizational culture on leadership.

H2: There is a significant influence between work ability and organizational culture on employee performance.

H3: There is a significant influence between leadership variables on employee performance.

H4: There is a significant influence between work ability and organizational culture on employee performance through Leadership.

3. METHODS

The population of this study was all Civil Servants (PNS) at the Regional Secretariat Office (SEKDA), which was 139 employees. The sampling technique used was nonprobability sampling, simple random sampling. The sample is part of the number and characteristics possessed by the population (Sugiyono, 2010). The sample in this study was calculated using the Slovin formula (Sugiyono, 2011) as follows:

$$n = \frac{N}{1 + Ne^2}$$

Where:

n = sample size

N= population size

e = error

Based on the calculation above, the number of samples in this study was 58 respondents. The research instrument used a questionnaire with a Likert scale (5-point

scale) which was used as an assessment item. The research data was collected from respondents via Google Form, which has been used to distribute questionnaires online. The type of data obtained from distributing the questionnaire is interval data.

4. RESULTS

Research Instrument Testing

The results of the validity test of 58 respondents showed that all statement items had a positive correlation coefficient value and were greater than the r table, and the probability was smaller than $\alpha = 5\%$ then there is a significant relationship between the score of each statement item and the total score.

The results of the reliability test for each variable are shown in Table 1 below:

Table 1: Reliability Test Results

Variables	Reliability Coefficient	Results
Work Ability	0.799	Reliable
Organizational culture	0.783	Reliable
Leadership	0.778	Reliable
Employee Performance	0.800	Reliable

Based on the table above, it is assumed that the reliability coefficient value of all variables is more significant than 0.700, which indicates that all variables have met the reliability criteria.

Model Validity Test Results

Testing the validity of the model in path analysis, there are two indicators that need to be looked at, namely the total determination coefficient (R^2), which gives the percentage of total variation explained by the independent variable. The value R^2 lies between 0-1, and the model fit is said to be better if R^2 getting closer to 1.

The results of the model validity test are as follows:

$$R^2(\text{model}) = 1 - \left(\sqrt{1 - R_1^2} * \sqrt{1 - R_2^2} * \sqrt{1 - R_3^2} \right)$$

$$R^2(\text{model}) = 1 - \left(\sqrt{1 - 0,625} * \sqrt{1 - 0,708} * \sqrt{1 - 0,710} \right)$$

$$R^2(\text{model}) = 1 - (0,612 * 0,540 * 0,538)$$

$$R^2(\text{model}) = 1 - 0,177$$

$$R^2(\text{model}) = 82.3$$

Based on the results of the R model calculation, the total determination coefficient with a value of 0.823 indicates that there is a variation in data that can be

explained in the research model, which is 82.3%. While 17.7% can be explained by other variables (which are not yet in the model).

Descriptive Test Results

The research instrument uses a questionnaire with a Likert scale. The type of data obtained from the results of the questionnaire distribution is interval data. In the distribution of quantitative analysis questionnaires, the weighting of the answers is given an answer score.

Descriptive testing was conducted to determine the respondents' answers using questionnaire data collected in the study. The results of descriptive testing can be seen in the following table 2:

Table 2: Descriptive Test Results

Work Ability	Results
Technical skills	4.11
Conceptual ability	4.16
Social skills	4.12
Organizational culture	Results
Individual initiative	3.87
Tolerance for risk	3.98
Communication patterns	4.00
Leadership	Results
Execution of tasks	3.92
Giving support	4.10
Prioritize results	4.00
Employee Performance	Results
Quality of work	3.98
Quantity of work	4.19
Time effectiveness	4.11
Work commitment	4.11

The results of the work ability test, the conceptual ability indicator got the highest score of 4.16 which shows that respondents tend to strongly agree that employees support realizing the company's vision and mission and employees think positively about the organization's goals by all employees at the Malaka Regional Secretariat Office. The average work ability variable is 4.13. indicating that respondents tend to agree with the work ability used is formed with technical ability, conceptual ability and social ability. The main thing that drives work ability is conceptual ability which is reflected in employees supporting the realization of the company's vision and mission and employees thinking positively about the organization's goals.

Organizational Culture Testing, the communication pattern indicator gets the highest score, which is 4.00. This shows that respondents tend to agree about the existence of a good communication flow between employees and employees communicate well with leaders. Overall, work ability gets a score of 3.95. This shows that respondents tend to agree respondents tend to agree with the Organizational Culture used is formed with individual initiative, tolerance for risk, and communication patterns. The main thing that drives Organizational Culture is the Communication Pattern which is reflected in the existence of a good communication flow between employees and employees communicate well with leaders.

The indicator of giving support to the Leadership test received the highest score of 4.10, which indicates that respondents tend to agree that respondents tend to agree about active leaders in work activities and leaders providing support to employees. This indicates that respondents tend to agree about Leadership that is formed through carrying out tasks, providing support, prioritizing results over processes. The main factor that drives Leadership is providing support which is reflected through active leaders in work activities and leaders providing support to employees.

The results of the employee performance test, the work quantity indicator received the highest score of 4.19. This shows that respondents tend to strongly agree about how much work is completed and how high the level of errors are made. Overall, the average Employee Performance variable obtained a value of 4.09. This shows that respondents tend to agree regarding Employee Performance which is formed through Work Quality, Work Quantity, Time Effectiveness, and Work Commitment. The main factor that drives employee performance is the Quantity of Work which is reflected in how much work is completed and how high the level of errors are made.

Classical Assumption Test Results

In conducting regression testing, a classical assumption test is needed to ensure that the regression equation is accurate in estimating, and to be consistent and unbiased. The following are the results of the classical assumption test in this study. Regression analysis must be in accordance with classical assumptions, including the following:

Multicollinearity Test

Multicollinearity is a condition that indicates a strong relationship or correlation between two or more independent variables in a multiple regression model. Multicollinearity will not arise in a model if the VIF (Variance Inflation Factors) of each

independent variable is found to be below 5 and the resulting tolerance is close to 1. The VIF results are shown in table 3 as follows:

Table 3: Multicollinearity Test Results

Model	Variables	Collinearity Statistics	
		Tolerance	VIF
Equation 1 X1,X2 Against Y1	Work Ability (X1) Organizational	0.716	1,397
	Culture (X2)	0.716	1,397
Equation 2 X1,X2 Against Y1	Work Ability (X1) Organizational	0.716	1,397
	Culture (X2)	0.716	1,397
Equation 3 Y1 Against Y2	Leadership (Y1)	1,000	1,000

Based on the results of the VIF calculation, it can be seen that Work Ability and Organizational Culture have VIF (variance inflation factors) values smaller than 10, it can be concluded that the regression does not have a multicollinearity problem.

Autocorrelation Test

Autocorrelation test is a statistical analysis conducted in order to see whether there is a correlation of variables in the prediction model with changing time. If the prediction model assumes autocorrelation, then the disturbance values and are not freely paired, but are paired autocorrelated. The Durbin Worthion test will produce a DW value that is used to compare with 2 DW table values, namely Durbin Upper and Durbin Lower. The results of the autocorrelation test are as follows:

Table 4: Autocorrelation Test Results

Variables	Collinearity Statistics			Results
	Du	Durbin Watsion	4-Du	
Equation 1 X1,X2 Against Y1	1,647	1,843	2,353	There isn't any
Equation 2 X1,X2 Against Y1	1,647	1,959	2,353	There isn't any
Equation 3 Y1 Against Y2	1,610	1,640	2,390	There isn't any

If DW is between DU and 4-DU then the null hypothesis is accepted, meaning there is no autocorrelation. Based on the test results above, it is known that the Durbin Watson value from equation 1 is 1.843. From equation 2 the DW value that can be obtained is 1.959. The Durbin Watson value is between the DU value of 1.640 and 4-DU of 2.353, this indicates that there is no autocorrelation. The Durbin Watson value is between DU of 1.647 and 4-DU of 2.353. This indicates that both requirements are met, so there is no autocorrelation.

Causality Analysis

This study uses path analysis, because it is to determine the causal relationship and also explain the direct or indirect influence between exogenous and endogenous

variables. Path analysis identify the causal path of a particular variable to other variables that are influenced. In this study, 2 exogenous variables, one intervening variable and one endogenous variable were used. Multiple linear regression analysis as an analysis tool to test the model in path analysis. The results of the path analysis in this study can be seen in Figure 1 below:

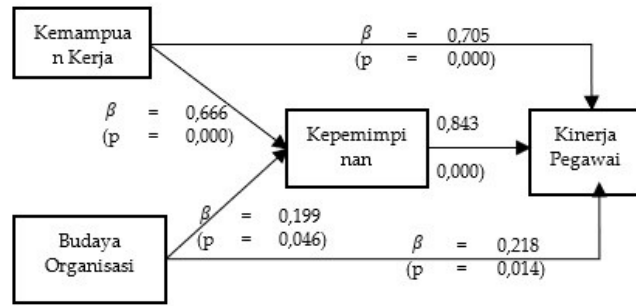


Figure 1 :Causality Analysis Results

Path analysis in this study is used in order to calculate the influence of independent variables on dependent variables, either directly or indirectly. The implementation of this test can be done by utilizing the standard β coefficient (beta standardized coefficient). If β is obtained a significant value, then the path coefficient will be significant.

Based on the results of the causality test in Figure 5 above, work ability has a direct effect on leadership of (0.666). Organizational culture obtained a value of (0.199) on leadership. While work ability on employee performance is (0.705), organizational culture has an influence of (0.218) on employee performance. Leadership has an influence on employee performance of 0.843.

5. DISCUSSION

Regression Analysis

Linear regression divided into multiple and simple linear regression. Multiple linear regression is an algorithm used in order to find a pattern of relationship between one dependent variable and several independent variables (Yulk Garry, 2012).

The results of the linear regression test in this study are described as follows:

Table 4: Linear Regression Test Results

Variables	Direct Influence	Indirect Influence	Results
(X1) to (Y1)	0.666	-	Accepted

(X2) to (Y1)	0.199	-	Accepted
(X1) to (Y2)	0.705	-	Accepted
(X2) to (Y2)	0.218	-	Accepted
(Y1) to (Y2)	0.843	-	Accepted
(X1) to (Y2) via (Y1)	0.705	0.561	Accepted
(X2) to (Y2) via (Y1)	0.218	0.167	Accepted

The test results show that the influence of the work ability variable through work leadership is (1.266) exceeding the direct influence (0.705). This shows that leadership has the status of an intervening variable in the influence of work ability on employee performance, because the total value exceeds the direct influence. The influence of the organizational culture variable through work leadership is (0.385) greater than the status as an intervening variable in the influence of organizational culture on employee performance, because the total value exceeds the direct influence.

Work ability and organizational culture affect leadership. This means that the influence of both work ability and organizational culture in the Malaka Regency SEKDA Office is increasing. From the results of the study, work ability is formed from social ability, conceptual ability, and technical ability. The better the technical ability, the greater the work ability will be. This is in line with research from (Himawan, 2019) with the results that organizational culture has a significant influence on leadership.

The results of the work ability test on the organizational culture that has a significant influence show that the more employees support realizing the company's vision and mission and employees always think positively about the goals of the organization at the Regional Secretariat Office of Malaka Regency (SEKDA) will be able to improve employee work ability. If employees continue to improve communication patterns that are reflected in the existence of good communication flows between employees and superiors, and employees can communicate well with leaders, it can improve the leadership spirit of each employee at the Regional Secretariat Office of Malaka Regency (SEKDA).

Work capability and organizational culture have an impact on employee performance. This means that the more employees can improve their work skills and implement organizational culture well, the more employee performance can improve. This is in line with research from Farlen (2011) which states that work skills have a significant influence on employee performance. The more employees can improve their work skills, the more their performance in the organization will improve.

Work culture can also improve employee performance. The more employees can implement good communication patterns. This is in line with research from Ely (2016), Ekasari (2017), and Girniawana (2019) with the results of organizational culture on employee performance. However, it is different from the opinion of Himawan (2019), who explained that organizational culture on employee performance does not have a significant influence.

Leadership can improve employee performance. The better the leadership that employees have, the more they can direct their members, so that they can improve their employee performance. This is in line with research from Girniawan (2019) with the results that leadership has a significant influence on employee performance. The more leadership can be applied well in the organization, the more it will increase employee performance at the Regional Secretariat Office of Malaka Regency (SEKDA).

Work ability and organizational culture can improve employee performance through leadership. The more employees can improve their work ability, one of which is by supporting the realization of the company's vision and mission, and being able to work together with their colleagues.

6. CONCLUSION

Based on the results of the hypothesis test, the conclusion in this analysis is that the results of the descriptive analysis show that work ability, organizational culture and leadership affect employee performance. Work ability is formed from social ability, conceptual ability, and technical ability. The main thing that drives work ability is conceptual ability which is reflected in employees supporting the realization of the company's vision and mission and employees can think positively about organizational goals. Organizational culture is formed from individual initiative, tolerance for risk and communication patterns. The main thing that drives organizational culture is communication patterns which are reflected in the existence of good communication flows between employees and employees can communicate well with leaders. Leadership is formed from prioritizing results over processes, providing support, and carrying out tasks. The main thing that drives leadership is providing support, which is reflected in leaders being active in work activities and leaders providing support to employees. Employee performance is formed through work quality, work quantity, time effectiveness and work commitment.

Work ability and organizational culture improve employee performance through meaningful leadership. The more employees can improve their work ability and implement organizational culture according to agency regulations, and supported by the leadership attitude possessed by employees, the more it can improve employee performance at the Regional Secretariat Office of Malaka Regency.

Referring to the conclusions that have been outlined, several suggestions are presented, namely: Leaders improve employee work skills and always support employee abilities in their work every day. Leaders are able to maintain the organizational culture that is applied, namely the communication patterns that exist between colleagues and superiors, so that a better work culture can be created. For subsequent researchers, to increase other variables that have not been studied in this study, for example: work competence and work motivation.

7. REFERENCES

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