Research Paper

Employee Performance Analysis In the Badan Perencanaan Pembangunan Daerah Mentawai Islands Regency

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ABSTRACT: *The purpose of this study was to determine the influence of leadership, organizational culture, and work environment on employee performance. The location of the research was carried out at the Badan Perencanaan Pembangunan Daerah of the Mentawai Islands Regency. This type of research is descriptive quantitative. The data collection method used a questionnaire with a Likert scale as a tool to measure respondents' attitudes and opinions. The sampling technique used was total sampling. The number of samples was 46 respondents. Data analysis used Multiple Linear Regression Analysis. The results showed that partially leadership, organizational culture, work environment had a significant effect on the respondent's performance. Overall or simultaneously leadership, organizational culture, and work environment have a significant effect on respondents' performance.*
KEYWORDS: *Performance, Leadership, Organizational Culture, Work Environment.*

I. INTRODUCTION

Human resources are a crucial component in organizations. Because the spearhead of achieving work programs and organizational goals lies in the reliability of these resources. As stated by Moeherionto (2012: 69) that, performance or performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision and mission of the organization as outlined in the strategic planning of an organization. Meanwhile, Suprihatiningrum (2012) emphasizes the comparison between a person's appearance and the expected results. Furthermore Hermawati (2012: 112); Priansa (2014: 270) provides an understanding that performance is the result of an employee's work during a certain period compared to various possibilities, for example standards, targets or other predetermined criteria. Kasmir (2016: 182) sees a close relationship between performance and the results obtained. Increasing individual performance will increase company performance (corporate performance).

High or low performance in the organization is largely determined by various factors that influence it. Kasmir (2016) summarizes it as follows; abilities and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, work discipline. According to Stogdi in Sutikno (2014), as a management concept, leadership can be formulated in various definitions depending on the starting point of the thought. Meanwhile, Sanusi and Sutikno (2014) leadership is a process that affects group activities that are organized to achieve common goals. Sondang (2009: 62) places more emphasis on a person's ability to influence others (his subordinates) so that other people want to do the will of the leader even though personally it may not be liked by him.

Furthermore, organizational development is closely related to the developing culture that inspires organizational members. Organizational culture according to Mas'ud (2004) is a system of meanings, values and beliefs that are shared in an organization which becomes a reference for action and differentiates one organization from another. Meanwhile, Nimran (2009) focuses on a way of thinking that has become a tradition shared by all members of the organization.

Besides the importance of organizational culture, a supportive work environment is also a benchmark for good performance. As expressed by; Sedarmayanti (2013) states that a place has supporting facilities to achieve company goals in accordance with the company's vision and mission. Meanwhile, according to Susilowati (2005: 40) the work environment is everything in the environment, which affects directly or indirectly a person or group of people in carrying out their activities.

Reliable human resources, is a major factor as the spearhead of organizational progress. Can be measured through the performance given and meeting the expected targets in accordance with organizational goals. Based on this, the conditions that occur in Badan Perencanaan Pembangunan Daerah of the Mentawai Islands Regency, the performance of its employees tends to decline. It can be seen from the list of results of the average assessment of employee performance, especially the elements of responsibility, obedience, cooperation. Overall, it appears that performance tends to decline.

Table. 1

Results of the Average Assessment of Employee Performance

Badan Perencanaan Pembangunan Daerah (BAPPEDA) 2017 – 2019 Year

Number	Element	Average Value					
		2017	Category	2018	Category	2019	Category
1	Loyalty	90	good	90	good	90	good
2	Work performance	82	good	86	good	84	good
3	Responsible	82	good	80	good	79	good
4	Obedience	82	good	79	good	79	good
5	Honesty	79	good	82	good	82	good
6	Cooperation	80	good	79	good	78	good
7	Leadership	84	good	82	good	85	good
	Total	579		578		577	
	Average	82.71	good	82.57	good	82.43	good

Source : Badan Perencanaan Pembangunan Daerah (BAPPEDA) Mentawai Island Regency

From the data displayed, it can be seen that there has been a decline in employee performance by 0.14 from the previous year. The overall performance appraisal elements fall below the standards set by the organization. Based on the results of interviews with the Head of General Affairs Badan Perencanaan Pembangunan Daerah Mentawai Island Regency, there are problems with employee performance, such as employees who do not follow the rules, there are still employees who are less disciplined, it can be seen from the late arrival of employees for work, there are still those who are not careful in carrying out their duties and there are still those who do not complete their assignments on time. Therefore, the decline in employee performance is a crucial factor that needs to be studied further in this study. It is suspected that the factors of leadership, organizational culture and work environment are factors that affect performance.

II.   RESEARCH METHODS

The research was conducted at the Badan Perencanaan Pembangunan Daerah Mentawai Islands Regency. This type of research is quantitative with variable leadership (X1), organizational culture (X2), work environment (X3), performance (Y). The data used are primary data and secondary data. Population is all employees in Badan Perencanaan Pembangunan Daerah Mentawai Islands Regency. The sampling technique is total sampling. The number of samples is 63 people. The research instrument used a questionnaire with a Linkert scale. With the following points weight; 1 for the category Strongly Agree (SS), 2. Agree (S), 3. Neutral (N), 4. Disagree (TS), 5. Strongly Disagree (STS), Ghozali (2006). Data analysis was performed by using multiple linear regression.

The following is the population and sample data used in the study :

Table. 2
Number of Employees at BAPPEDA Mentawai Islands Regency
berdasarkan Golongan dan Pedidikan

Number	Category	Education	Total
1	Category IV	S2	2
2	Category IV	S1	2
3	Category III	S2	2
4	Category III	S1	15
5	Category II	SLTA	4
6	honorary staff	S1	9
7	honorary staff	SLTA	12

Source: Secondary Data BAPPEDA Mentawai Islands Regency processed by researchers, 2020

Furthermore, to classify the respondents 'answers from each chosen choice, Total Respondents' Outcome (TCR) is used, with the criteria according to Sugiyono (2010) as follows:

Table. 3
Classification of Respondents' Achievement Level

Classification of Respondents' (%)	Criteria
90-100	Very Good
80-90	Good
65-79	Enough
55-64	Deficient
0-54	Not good

Sumber : Sugiyono (2010 :78)

III.   RESULT AND DISCUSSION

3.1. Descriptive statistics

The questionnaires that have been answered by the respondents are processed and grouped according to their respective categories. For the four observed variables, the TCR results were obtained as follows:

Table. 4
Descriptive Results of Respondents' Answers for each Variable

		Top Level				Lowest			
	N	Total Score	Average Score	TCR (%)	Category	Total Score	Average Score	TCR (%)	Category
Leadership	46	212	4.61	92.17	Very good	165	3.59	71.74	Enough
Organizational Culture	46	186	4.04	80.87	Good	155	3.37	67.39	Enough
Work Environment	46	202	4.39	87.83	Good	168	3.65	73.04	Enough
Performance	46	214	4.65	93.04	Very good	165	3.59	71.74	Enough

Source: Primary data, processed data from SPSS 25, 2020

Based on Table 4, the highest average value is 4.61 with an achievement level of 92.17% in the very good category. This provides input for increased leadership that respects and listens to complaints and recognizes the strengths of others. While the lowest average value lies in the statement 3.59 with the respondent's achievement level of 71.74% in the sufficient category. This gives an indication that leadership can give confidence to staff to complete their duties and responsibilities.

Based on Table 4, it can be seen that the average value for the 14 statements of organizational culture, the highest average value of 4.04 with an achievement level of 80.87% which lies in statement 10 in the good category. This shows the leader always provides support in completing work. While the lowest average value lies in the statement 3.37 with the respondent's achievement level of 67.39% in the sufficient category. This gives an indication in statement 2 that employees must be able to create innovative ideas in work as when public services must be able to provide the best service for the community.

Based on Table 4, it can be seen that the average value for the 13 statements of work environment, the highest average value of 4.39 with an achievement level of 87.83% which is located in statement 11 is in the good category. This strongly agrees that good cooperation with co-workers and mutual information related to work. While the lowest average value lies in the statement 3.65 with the respondent's achievement level of 73.04% in the sufficient category. This gives an indication that the work environment such as workspace and cleanliness is given more attention so that employee morale increases.

Based on the table. 4 it can be seen that the average value for the 14 performance statements, the highest average value is 4.65 with an achievement level of 93.04% which lies in statement 10 in the good category. This is for the use of activity budgets in accordance with the expected results. While the lowest average value lies in the statement 3.59 with the respondent's achievement level of 71.74% in the sufficient category. This gives an indication that employees do not have the enthusiasm to work so that responsibilities are often ignored.

3.2. Classic Assumption Test
3.2.1. Validity and Reliability Test

The results of observations on the r table obtained the value of the sample (N = 46 of 0.291. Referring to the results of the validity test that the instruments of the variables of Leadership, Organizational Culture, Work Environment, and Employee Performance produce a value (r count)> than r table. shown in Table 5 below;

Table. 5
Validity and Reliability Test

	r Table	Decision	Cronbach's Alpha
Leadership Variable	0,291	Valid	0,848
Organizational Culture Variable	0,291	Valid	0,975
Work Environment Variable	0,291	Valid	0,961
Performance Variable	0,291	Valid	0,860

Source: Primary data, processed data from SPSS 25, 2020

From the results of the reliability test, the value of the variable leadership, organizational culture, work environment, and employee performance results in an alpha cronbach's value> 0.6. Based on the test results, it can be stated that the research instrument used is valid and reliable.

3.2.2. Normality Test

The normality test aims to test whether in the regression model confounding or residual variables have a normal distribution. The normality test can be done with the One-Sample Kolmogrove Smirnov Test. The results can be seen in the following table:

Table. 4
Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		46
Normal Parameters[a,b]	Mean	0.0000000
	Std. Deviation	4.66471960
Most Extreme Differences	Absolute	0.127
	Positive	0.100
	Negative	-0.127
Test Statistic		0.127
Asymp. Sig. (2-tailed)		.060[c]

Source: Primary data, processed data from SPSS 25, 2020

From the results of the normality test using the Kolomogrov Smirnov method, the significance of the normality test shows that the significant value is 0.060> 0.05. So it can be concluded that the residual value test is normally distributed. Basis for decision making: if the significance value> 0.05 then the residual value is normally distributed. If the significant value <0.05, the residual value is not normally distributed. Data is said to be normally distributed if Asymp. Sig> alpha (Ghozali, 2016).

3.2.2. Multicollinearity Test

Multicollinearity test aims to test whether the regression model application in the study found a correlation between independent variables. The multicollinearity test results can be seen in Table 5 below:

Table. 5
Multicollinearity Test

Coefficients[a]							
Model	*Unstandardized Coefficients*		*Standardized Coefficients*	T	Sig.	*Collinearity Statistics*	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	21.012	8.045		2.612	0.012		
Leadership	0.368	0.142	0.316	2.599	0.013	0.978	1.023
Organizational Culture	0.172	0.059	0.353	2.907	0.006	0.983	1.018
Work Environment	0.193	0.075	0.316	2.578	0.014	0.964	1.037
a. Dependent Variable : Performance Work							

Source: Primary data, processed data from SPSS 25, 2020

From the calculation results in the multicollinearity test results table, the independent variable, namely leadership (X1), shows a VIF value of 1.023 <10,000, organizational culture (X2) shows a VIF value of 1.018 <10,000, work environment (X3), shows a VIF value of 1.037 <10,000. And the leadership variable shows a tolerance value of 0.978> 0.100, organizational culture (X2) shows a tolerance value of 0.983> 0.100, the work environment shows a tolerance value of 0.964> 0.100. So it can be concluded that it is free from multicollinearity. According to Ghozali (2011: 107 - 108) there are no symptoms of muticolonierity, if the Tolerance value is> 0.100 and the VIF value is <10,000.

3.2.4. Heteroscedasticity Test

The heteroscedasticity test with the Glejser test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another. The results of the Glejser test can be seen in Table 6 below:

Table. 6
Heteroscedasticity Test

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-1.646	1.575		-1.045	0.302
Leadership	0.020	0.028	0.106	0.706	0.484
Organizational Culture	0.014	0.012	0.178	1.186	0.242
Work Environment	0.012	0.015	0.125	0.826	0.413
a. Dependent Variable: ABS_RES					

Source: Primary data, processed data from SPSS 25, 2020

From the table, it can be seen that the leadership variable (X1) has a sig value. 0.484> 0.05. Work Culture Variable (X2) sig. 0.242> 0.05. Work environment variable (X3) sig. 0.413> 0.05. For the three variables, heteroscedasticity did not occur. Glejser test decision making criteria according to Ghozali (2013;

142) is if the significant value is> 0.05, it is said that there are no symptoms of heteroscedasticity. If the significant value <0.05, it is said that symptoms of heteroscedasticity occur.

3.2.5. T Test (Partial)
This test is used to see whether the independent variable affects the dependent variable individually or individually which is taken from the t-count and significance value matrix. The results of the T test can be seen in the table. The following 7:

Tabel.7
T Test (Partial)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	21.012	8.045		2.612	0.012
	Leadership	0.368	0.142	0.316	2.599	0.013
	Organizational Culture	0.172	0.059	0.353	2.907	0.006
	Work Environment	0.193	0.075	0.316	2.578	0.014

Source: Primary data, processed data from SPSS 25, 2020

The leadership variable (X1), organizational culture (X2), work environment (X3) have a positive and significant effect on the performance of the Badan Perencanaan Pembangunan Daerah Mentawai Islands Regency. Where the t value is greater than t table. or a significance value <of 0.05. Indicates that the better the leadership in determining organizational goals, the leadership can achieve goals easily. Leaders are able to encourage employees to cooperate with each other in tasks, be open, trustworthy, always encourage employees to spark or develop new ideas, provide directions for good work practices, provide opportunities to always involve employees / subordinates in making decisions. According to Wibowo (2016), leadership is defined as a person's ability to be able to influence others, through communication, either directly or indirectly, with the intention of moving these people so that with understanding, awareness and pleasure are willing to follow. Piartini (2018), shows that leadership has a positive and significant effect on the performance of BPR employees in Sukawati Gianyar District.

Organizational culture can have a direct and significant effect on the performance of the employees of the Badan Perencanaan Pembangunan Daerah Mentawai Islands Regency. These results indicate the better the working / organized mechanism, the cooperative relationship between work units (structural functional) is running well, the activities of each employee are evenly distributed according to the rank and position, the job description is carried out well, all provisions / regulations and work discipline is obeyed and implemented by employees with full responsibility, fairness in the distribution of compensation, the leadership always resolves problems through employee meetings / meetings, the amount of compensation given is in accordance with their work performance, there is no visible sense of sentiment among employees in the office in terms of compensation, and leadership influences and determines the behavior of employees a lot. In accordance with Sutrisno (2010) statement, organizational culture is a set of systems of values, beliefs, assumptions, or norms that have long been valid, agreed upon and followed by members of an organization.

The work environment has a direct and significant effect on the performance of the employees of the the Badan Perencanaan Pembangunan Daerah Mentawai Islands regency. The test results indicate that the better the rules that are applied make employees work better, employee discipline is quite comfortable, peer support is sufficient to assist in carrying out tasks, the attitude of helping each other in work, can be rewarded with incentives (rewards), adequate measure of work results work well, so far the assessment of employee work results is in accordance with the ability of employees, there is no discrimination in employee performance appraisals, and there is rarely a mismatch in working with colleagues.

3.2.6. F Test (Simultaneous)

Uji F test dilakukan untuk mengatur seberapa jauh variabel independen secara bersama-sama mempengaruhi varibel dependen. Hasil uji F dapat dilihat pada tabel berikut ;

Tabel. 8
F Test (Simultaneous)

ANOVA[a]						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	633.274	3	211.091	9.054	.000[b]
	Residual	979.182	42	23.314		
	Total	1612.457	45			
a. Dependent Variable: Y						
b. Predictors: (Constant), Leadership, Organizational Culture, Work Environment						

Source: Primary data, processed data from SPSS 25, 2020

Based on the test results in the table above, it can be seen that the Fcount value is 9.054 with the Ftable value is 2.83 so that the Fcount value> Ftable or 9,054> 2.83 and the significant level is 0.000 <0.05, it can be concluded that the variable Leadership (X1), Culture Organization (X2), Work Environment (X3) together (simultaneously) have a significant effect on employee performance at the Badan Perencanaan Pembangunan Daerah Mentawai Islands Regency.

3.2.7. Determination Coefficient Test (R2)

The coefficient of determination (R2) in essence measures how far the model's ability to explain the variation in the dependent variable. The coefficient of determination is between zero and one. A small R2 value means the ability of the independent variables to provide almost all the information needed to predict variations in the dependent variable (Ghozali, 2013: 97). The results of the coefficient of determination (R2) in this study are presented in the following table:

Tabel. 9
Determination Coefficient Test (R2)

Model Summary[b]					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.627[a]	0.393	0.349	4.82844	2.205
a. Predictors: (Constant), Leadership, Organizational Culture, Work Environment					
b. Dependent Variable: Y					

Source: Primary data, processed data from SPSS 25, 2020

Based on the table. 9 it can be seen that the coefficient of determination is found in the R Square value of 0.393. This means that the independent variable leadership (X1), organizational culture (X2), work environment (X3) in explaining the performance dependent variable (Y) is 34.9%, the remaining 65.1% is explained by other variables not discussed in this study. such as variable reward and enthusiasm.

IV. CONCLUSION

1. Leadership has a significant effect on performance. The leadership factor creates a role in increasing the ability of human resources to work to carry out tasks and functions.
2. Organizational culture has a significant effect on performance. Cultural factors embedded in the individual will support the implementation of tasks consciously and without coercion.
3. The work environment has a significant effect on performance. The workplace atmosphere in an agency is an important factor to improve performance in carrying out responsibilities.
4. Leadership, Organizational Culture, Work Environment simultaneously have a significant effect on performance. Overall, the variables studied are influential, but it is necessary to prioritize which aspects need to be prioritized.

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