

## The Contribution of Organizational Culture and Leadership to Improving Work Behavior in Nagari IX Koto Sungai Lasi

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### ABSTRACT

#### Background

By knowing the influence of organizational culture and leadership style, the nagari government can take strategic steps in managing these two factors to create a conducive work environment and encourage positive work behavior from nagari officials.

#### Purpose

The purpose of this research is to determine the contribution of organizational culture and leadership to improving work behavior in the Nagari IX Koto Sungai Lasi apparatus.

#### Design/method/approach

The research method used was survey with total population was 40 respondents, the data collection method used a questionnaire.

#### Results

The results of the coefficient of determination obtained a value of 0.329, that the contribution between the variables Organizational Culture and Leadership Style was 0.329 or 32.9% and influenced by other variables was 67.1%. The t-calculated result of Organizational Culture  $0.753 > 2.024$  has an influence and is not significant on the Work Behavior. The t-calculated results of Leadership Style  $< 3.699 < 2.024$  have an influence and significance on the Work Behavior and the results of the f test are  $9.072 > f_{table} 3.24$  with a significance level of  $0.001 < 0.05$ . The large fcount value of the ftable value and the significant value is smaller than 0.05 indicates that Organizational Culture and Leadership Style simultaneously or together have a significant and significant influence on the Work Behavior.

#### Contribution/value

This study concludes that organizational culture dan leadership is a key factor in the successful of work behavior.

### Article History

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## INTRODUCTION

Nagari is the lowest government entity in West Sumatra Province which has autonomy to regulate and manage governance, development and society in its territory. Nagari apparatus plays an important role in carrying out government and development at the nagari level. The performance of the nagari apparatus is greatly influenced by various factors, including the organizational culture formed within the nagari government environment and the leadership style applied by the nagari leadership. Nagari equipment is an important component that acts as a supporting element for the Nagari Guardian in carrying out his duties and functions effectively. This nagari apparatus consists of staff elements who assist in the process of formulating policies and carrying out supervision, which is accommodated in the Nagari Secretariat. Apart from that, there are also implementing elements who assist the Nagari Mayor in carrying out the technical and territorial tasks of the nagari, both administrative and operational in the field. The existence of solid and competent nagari apparatus is very important to support the success of the Wali Nagari's leadership in managing government and development in the nagari area.

Work behavior is all actions that show behavior brought by an employee from his or her home environment and applied to other employees and to their environment. Safitri, (2022) Behavior is defined as an attitude or action as well as everything that humans do, for example the activities that humans do in their daily lives, whether working diligently or with other people, exchanging opinions, whether accepting opinions or rejecting them. where this opinion emphasizes the attitude taken by workers to determine what people of this type will do in the workplace environment.

Organizational culture is an important factor that can significantly influence employee performance, both directly and indirectly. A deep understanding of organizational culture not only concerns the way a business entity carries out its daily operations, but also plays a major role in determining the achievement of optimal performance for the organization. Organizational culture is a system of values, beliefs and norms shared by members of an organization as a guide for behavior and solving problems (Robbins dan Judge, 2021) A strong organizational culture can encourage the creation of high commitment and loyalty from organizational members, so that it can improve overall organizational performance.

On the other hand, the leadership style applied by the nagari leadership also plays a very important role in influencing the work behavior of the nagari officials. An effective leadership style can motivate, inspire and provide clear direction to subordinates, thereby increasing their work performance and productivity. On the other hand, a leadership style that is not appropriate to the situation and conditions of the organization can cause dissatisfaction, demotivation and decreased performance of subordinates. Leaders who are able to read the situation and adjust their leadership style will be able to create a positive work environment and encourage optimal performance from their subordinates. The leadership style factor is also a very important element in a company's management system apart from organizational culture. Therefore, an effective and efficient leadership style is very important for the success of a company and can influence employee performance.

It is hoped that this research can provide a useful contribution to the nagari government in improving the performance and productivity of nagari officials through a deeper understanding of the factors that influence their work behavior. By knowing the influence of organizational culture and leadership style, the nagari government can take strategic steps in managing these two factors to create a conducive work environment and encourage positive work behavior from nagari officials.

## **LITERATURE REVIEW**

### **Work Behavior**

Work behavior is an individual's response or reaction that arises in the form of a person's actions or attitudes or assumptions about their work, the working conditions experienced in the work environment and the management's treatment of people of this type, (Rahmadani, 2022). The definition of work behavior is how people in the work environment can actualize themselves through attitudes at work. Where this opinion emphasizes the attitude taken by workers to determine what people with this type will do in the workplace environment of people with this type, (Maulana, 2019).

### **Organizational Culture**

Organizational culture includes elements such as values, beliefs, assumptions, attitudes, norms, and behavioral patterns shared by members of the organization. Organizational culture provides identity and differentiates an organization from other organizations. Organizational culture influences the way organizational members think, act, and solve problems in their work environment. Organizational culture is unique and unique to each organization, and tends to persist for a relatively long time despite changes in organizational members. A strong and positive organizational culture can provide competitive advantage, encourage behavior and actions that are aligned with organizational goals, increase productivity, build employee loyalty, and facilitate change and innovation, Firmansyah dan Maria, (2022).

### **Leadership Style**

Leadership style is the method used by a leader to influence, motivate and direct his subordinates to achieve organizational goals. Leadership style refers to the pattern of behavior demonstrated by a leader in interacting and leading his subordinates. Every leader has a unique leadership style, and no one leadership style is most effective for all situations. Therefore, it is important for a leader to understand the impact of his leadership style on performance, motivation and organizational climate. An effective leader must be able to adapt his leadership style to the situation and conditions faced, as well as understand the characteristics and needs of his subordinates. Thus, the right leadership style can be the key to an organization's success in achieving its goals and creating a positive and productive work environment. (Desriliani, 2024).

## **METHOD**

The type of research used is quantitative. This research method is a type of research that produces discoveries that can be achieved (obtained) using statistical procedures or other means. The type of data used in this research is primary data. Primary data is data obtained from the first source, which is related to the variables studied for the specific purpose of the study. Population is a regeneration area consisting of objects, subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then conclusions are drawn. A sample is a part of a population that has certain characteristics of the circumstances to be studied. The sample used is Total Sampling. The sampling technique used was total sampling, namely 40 people from Nagari officials in District IX Koto Sungai Lasi. Data collection techniques were carried out by observing and filling out questionnaires by respondents.

## **RESULTS**

### **Validity Test**

Where all statement items are categorized as valid provided that the rcount or value in the total correlation column is greater than the significance level and is below 0.05. In this case the rtable is set at 0.312. The validity value for each statement item for the variables Organizational Culture (X1), Leadership Style (X2) and Work Behavior (Y) has a significance value of <0.05. The value of rcount > rtable (n-2) where rtable(38) is 0.132. So it can be concluded that each statement item is valid and can then be used in research.

**Reliability Test**

Table 1. Reliability Test

Variabel	Cronbach Alfa	N of Item	Kesimpulan
Budaya Organisasi (X1)	0,850	8	Reliabel
Gaya Kepemimpinan (X2)	0,867	8	Reliabel
Perilaku Kerja (Y)	0,847	8	Reliabel

It can be seen that Cronbach Alpha > 0.60. Thus, the variables Organizational Culture (X1), Leadership Style (X2) and Work Behavior (Y) are said to be reliable. Reliability is the level of consistency or reliability of a measuring instrument in measuring a construct. This means that if measurements are carried out repeatedly, the question items will produce relatively similar or consistent data.

**Multiple Linear Regression Analysis**

Multiple linear regression testing aims to measure how much influence Organizational Culture (X1) and Leadership Style (X2) have on work behavior (Y) as in the table below:

Table 2. Multiple Linear Regression Analysis

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	11.441	7.154		1.599	.118
	total_X1	.131	.173	.108	.753	.456
	total_X2	.569	.154	.529	3.699	.001

Based on the table above, the results obtained from the regression coefficients above, a multiple linear regression equation can be created as follows:

$$Y = \alpha + b_1X_1 + b_2X_2 + e$$

$$Y = 11,441 + 0,131 X_1 + 0,569 X_2$$

In this regression model, the constant value is 11.441. This means that if the variables Organizational Culture (X1) and Leadership Style (X2) on work behavior (Y) have a constant value or zero, then the work behavior of Nagari apparatus in IX Koto Sungai Lasi District increases in value by 11.441. The regression coefficient for the Organizational Culture variable (X1) obtained at 0.131 is positive, meaning that there is an influence between Organizational Culture (X1) and Leadership Style (X2). If there is an increase of one unit in the Organizational Culture variable (X1) where other factors are constant, it will be possible to increase work behavior by 0.131. The regression coefficient on the Leadership Style variable (X2) of 0.569 is positive, meaning that there is a positive influence between Leadership Style (X2) and work behavior (Y). If there is an increase of one unit in the Leadership Style variable (X2) where other factors are constant, it will be possible to increase work behavior by 0.569.

**Test Determination test (R2)**

The coefficient of determination measures how far the independent variables Organizational Culture (X1) and Leadership Style (X2) are able to explain the dependent variable

Work Behavior (Y). The results of statistical processing using the SPSS program show that 32.9% of the dependent variable is influenced by independent variables, the remaining 67.1% is influenced by other variables not included in this research such as work facilities, work motivation and wages. Adequate work facilities can make nagari employees more comfortable and productive at work. Appropriate wages can increase job satisfaction and loyalty of nagari officials. The coefficient of determination test emphasizes the importance of continuing to explore and identify other variables that may have a significant influence on work behavior (Y).

### **Hypothesis Testing**

#### *Partial Test (t Test)*

This analysis is used to determine the level of significance of the influence of the independent variable on the dependent variable partially. The influence of the independent variable partially has on the dependent variable Work behavior (Y). In determining the t table, a two-sided test can be searched with  $(dfk) = (n-k) = 40-2 = 38$  to obtain a t table of 2.024. It can be seen that  $t_{count} > t_{table} > 0.753 < 2.024$  and it can be concluded that if the Organizational Culture variable (X1) then H1 is rejected, this proves that the Organizational Culture variable (X1) has no significant effect on Work Behavior (Y) in Nagari Devices in the District IX Koto Sungai Lasi. Then, it can be seen that  $t_{count} < t_{table} < 3.699 < 2.024$  and it can be concluded that the Leadership Style variable (X2) has a significant and influential effect on employee work behavior, so it can be explained that the second hypothesis (H2) is accepted. Acceptance of H2 means that the Leadership Style variable (X2) has a significant influence on Work Behavior.

#### *Simultaneous Test (F test)*

The f statistical test is basically to find out whether all the independent variables Organizational Culture (X1) and Leadership Style (X2) have a simultaneous or joint influence on the Dependent variable. It is known that the  $f_{count}$  value is 9.072 with a significant value of 0.001 and the  $f_{table}$  value is 3.24. The results of the ANOVA management above show that the  $f_{count}$  value is  $9.072 > f_{table} 3.24$  with a significance level of  $0.001 < 0.05$ , indicating that Organizational Culture (X1) and Leadership Style (X2) together (simultaneously) have a significant and significant effect on the dependent variable, namely Behavior. work (Y) so that it can be explained that the third hypothesis (H3) is accepted.

## **DISCUSSION**

The constant value is 11.441. This means that if the variables Organizational Culture (X1) and Leadership Style (X2) on work behavior (Y) have a constant value or zero, then the work behavior of Nagari apparatus in IX Koto Sungai Lasi District increases in value by 11.441. So, even though the value of Organizational Culture (X1) and Leadership Style (X2) is zero, or in other words there is no influence from these two variables, the Work Behavior of Nagari Apparatus in IX Koto Sungai Lasi District will still have an average value of 11.441. This means, there are other factors such as work facilities, work motivation, and wages. apart from Organizational Culture and Leadership Style, which also influences the Work Behavior of Nagari Officials in IX Koto Sungai Lasi District. This constant value of 11.441 can be considered the basic or initial value of Work Behavior, before being influenced by changes in Organizational Culture and Leadership Style.

The regression coefficient for the Organizational Culture variable (X1) obtained at 0.131 is positive, meaning that there is an influence between Organizational Culture (X1) and Leadership Style (X2). If there is a 1% increase in the Organizational Culture variable (X1) where other factors are constant, it will be possible to increase work behavior by 0.131. The positive relationship between Organizational Culture and work behavior shows that the better the Organizational Culture of the Nagari Apparatus in IX Koto Sungai Lasi District, the higher the Nagari Apparatus Work Behavior will be. Even though the increase may seem small, it still has a significant impact. For example, by improving communication methods or creating a comfortable work environment, nagari devices will work better. So, creating a good organizational culture is very important and can make the Nagari apparatus in District IX Koto Sungai Lasi work better.

The regression coefficient on the Leadership Style variable (X2) of 0.569 is positive, meaning that there is a positive influence between Leadership Style (X2) and work behavior (Y). If there is an increase of one unit in the Leadership Style variable (X2) where other factors such as work facilities, work motivation and wages are constant, then work behavior will be able to increase by 0.569. This positive influence illustrates that the better the leadership style applied, the better the work behavior of Nagari officials in IX Koto Sungai Lasi District. The coefficient value (0.596) shows that Leadership Style has quite a significant influence on the Work Behavior of Nagari officials. This means that the leadership style has increased, the work behavior of the nagari apparatus also tends to increase. Improvement in Leadership Style can be an effective strategy for improving the Work Behavior of nagari officials.

The dependent variable is 32.9%, the remaining 67.1%, the coefficient of determination test shows that there are other independent variables that are not included in this research, such as work facilities, work motivation and wages. Adequate work facilities can make nagari employees more comfortable and productive at work. Appropriate wages can increase job satisfaction and loyalty of nagari officials. The coefficient of determination test emphasizes the importance of continuing to explore and identify other variables that may have a significant influence on work behavior (Y). Although this research has provided valuable insights, there is still considerable room for further exploration to understand more thoroughly the dynamics that influence the work behavior of nagari employees.

## CONCLUSION

Organizational Culture (X1) Regarding Work Behavior (Y), the Organizational Culture Variable (X1) has a tcount value of 0.753 with a significance level of 0.456, because the tcount > ttable 0.753 > 2.024 and the significance value is 0.456 > 0.05 and conclude the research results This shows that Organizational Culture (X1) has a positive influence but is not strong or consistent enough to be considered statistically significant on Work Behavior (X1), so it can be explained that the first hypothesis (H1) is rejected. Leadership Style (X2) on work behavior (Y), the Leadership Style variable (X2) has a tcount value of 3.699 with a significance level of 0.001, because the tcount < ttable 3.699 < 2.024 and the significance value is 0.001 > 0.05 and it can be concluded that the results This research provides strong evidence that Leadership Style (X2) is an important factor that influences Work Behavior (Y), so it can be explained that the second

hypothesis (H2) is accepted. The fcount value is 9.072 with a significance value of 0.001 and the ftable value is 3.24. The results of the ANOVA management above show that the fcount value is  $9.072 > ftable 3.24$  with a significance value of  $0.001 < 0.05$ . This shows that the independent variables (Organizational Culture (X1) and Leadership Style (X2)) have a significant influence together (simultaneously) on the dependent variable (Work behavior (Y)), so that it can be explained that the third hypothesis (H3) is accepted.

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