



## THE INFLUENCE OF LEADERSHIP AND ORGANIZATIONAL CULTURE ON EMPLOYEE WORK EFFECTIVENESS AT THE GOWA REGENCY SAMSAT OFFICE

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### Abstract

*This study investigates the influence of leadership and organizational culture on employee work effectiveness at the Gowa Regency SAMSAT Office, Indonesia. Human resources are considered the most strategic asset in public service institutions, where leadership and organizational culture are two critical determinants of performance. A quantitative research design was employed using a saturated sampling technique, with the entire population of 43 employees selected as respondents. Data were collected through structured questionnaires, observations, and documentation, and analyzed using multiple linear regression with the SPSS 27 software. The validity and reliability tests confirmed that the research instruments met the required standards. The results revealed that leadership had a positive and significant effect on employee work effectiveness ( $\beta = 0.187$ ;  $p = 0.025$ ), indicating that effective leadership styles enhance employee productivity, communication, and discipline. Similarly, organizational culture also demonstrated a positive and significant effect on employee work effectiveness ( $\beta = 0.211$ ;  $p = 0.038$ ), suggesting that a supportive and collaborative culture fosters motivation, commitment, and efficiency in task completion. Together, these variables accounted for a substantial proportion of the variance in employee work effectiveness. The findings imply that strengthening leadership quality and embedding a constructive organizational culture are strategic priorities to improve service quality and operational efficiency in public sector institutions. This research contributes to the literature on public administration and human resource management by highlighting the integrated role of leadership and culture in enhancing work effectiveness within government service organizations.*

**Keywords:** Leadership, Organizational Culture, Work Effectiveness.

### INTRODUCTION

Human resources (HR) are the most important assets in an organization, as they play a direct role in achieving established goals. The success of an organization is not solely determined by technological sophistication or the availability of capital, but is highly dependent on the quality, motivation, and professionalism of employees who manage all operational activities. According to Irmayanthi et al. (2020), human resources are the driving force of an organization, determining its direction, strategy, and long-term sustainability. Therefore, both public and private organizations are required to develop effective human resource management in order to maximize their contribution to performance.

Employees in an organization serve as decision-makers, planners, and executors in achieving organizational objectives. Unlike other resources, employees possess thoughts, emotions, desires, and diverse backgrounds that influence their work patterns and outcomes. Along with the dynamics of modern development, employees' needs are becoming increasingly complex, which requires professional management of human resources. Fauzan et al. (2023) emphasize that organizational success can only be achieved when employees are managed through approaches that simultaneously address psychological, social, and professional aspects.

In management literature, several factors are identified as influencing employee work effectiveness. However, two of the most prominent determinants are **leadership** and

**organizational culture.** Leadership is the ability of a leader to influence, direct, and motivate subordinates to work in alignment with the vision and mission of the organization. Effective leadership creates a conducive work environment, enhances job satisfaction, and strengthens employee commitment to the organization. Conversely, ineffective leadership decreases morale, triggers internal conflict, and reduces the quality of public services. For instance, when leaders fail to provide clear guidance or constructive feedback, employees tend to experience confusion and frustration in their work.

The leadership applied in the SAMSAT Office of Gowa Regency adopts the **situational leadership model**, in which leaders are expected to adjust their style according to the condition of their subordinates. This model emphasizes flexibility, allowing leaders to adopt instructive, consultative, participative, or delegative approaches depending on the maturity level of their employees. Evaluating the implementation of this leadership style is essential to understand its effectiveness in improving employee discipline and productivity at SAMSAT, particularly in delivering fast and accurate public services.

In addition to leadership, **organizational culture** also plays a fundamental role in influencing employee work effectiveness. Organizational culture is a set of shared values, beliefs, and norms that guide the behavior of all members within the organization. According to Albrecht and Zemke, as cited by Dwiyanto (2005) and Yuniarti (2021), the quality of public services is not only determined by the technical competence of employees, but also by organizational culture that fosters work ethic, innovation, and responsibility. An inclusive organizational culture provides space for employees to grow, innovate, and work with enthusiasm to serve the community.

This research focuses on the **SAMSAT Office of Gowa Regency**, an institution that provides direct public services, particularly in motor vehicle tax administration and registration. Given the intensive nature of its services and its daily interactions with society, employee effectiveness becomes a key factor for organizational success. The public demands services that are fast, accurate, and customer-oriented. However, in practice, several challenges continue to hinder work effectiveness.

One major issue is the **high number of public complaints** regarding delays in administrative processes and low employee responsiveness. Initial observations suggest that these problems are not solely caused by individual factors, but are closely related to weak leadership and an underdeveloped organizational culture. For example, weak supervision from leaders often results in low employee discipline, while a culture that does not emphasize responsibility and professionalism creates tolerance for unproductive behavior.

Internal data from the SAMSAT Office of Gowa Regency provides a more concrete picture. Attendance records from January to September 2024 indicate an average of **6–11 instances of lateness per employee each month**. In addition, a relatively high absenteeism rate further exacerbates productivity issues. This data suggests that tardiness is not merely an individual behavior, but an organizational phenomenon that reflects weak leadership control and an ineffective work culture.

From a theoretical perspective, employee tardiness can be explained through the two main variables of this study. First, **leadership**: when leaders fail to set an example of discipline or do not enforce organizational rules, it becomes difficult to demand discipline from subordinates. Employees who observe that lateness goes unsanctioned are likely to perceive such behavior as acceptable. Second, **organizational culture**: when values of discipline, responsibility, and service excellence are not embedded as shared norms, negative behaviors such as tardiness, unresponsiveness, and low productivity are likely to persist. Therefore, employee lateness as observed in SAMSAT should be viewed as a clear indicator of weak leadership and an organizational culture that does not support work effectiveness.

The consequences of these problems are significant for both the organization and the public. For the organization, tardiness and absenteeism reduce overall performance, increase the workload for other employees, and lower productivity. For the public, these problems result in longer service times, dissatisfaction, and declining trust in government institutions. In the long run, this can damage the credibility of local government in delivering high-quality public services.

Therefore, improving employee work effectiveness at the SAMSAT Office of Gowa Regency must be achieved through strategies focused on strengthening leadership quality and building a robust organizational culture. Leaders must set positive examples, enforce consistent

supervision, and apply fair reward-and-punishment mechanisms. At the same time, organizational culture should emphasize discipline, accountability, and a strong orientation toward public service. With a combination of effective leadership and a constructive organizational culture, employee effectiveness can be improved, ensuring that public services at SAMSAT Gowa are delivered more optimally.

Thus, this research carries both practical and theoretical significance. Practically, the findings are expected to provide recommendations for SAMSAT Gowa leaders in formulating more effective HR management strategies. Theoretically, the study contributes to the literature on the relationship between leadership, organizational culture, and work effectiveness, particularly in the context of public service institutions in Indonesia.

## METHOD STUDY

This study employs a quantitative research approach with an associative design, aiming to examine the influence of leadership and organizational culture on employee work effectiveness at the SAMSAT Office of Gowa Regency. The research was conducted at the One-Stop Administration System Office (SAMSAT) located on Jl. Tumanurung Raya, Kalebogga, Somba Opu, Gowa Regency, South Sulawesi, Indonesia, from December 20, 2024, to February 20, 2025. The population consists of 43 employees, and due to its relatively small size, the study applies a saturated sampling technique, including all employees as respondents. Data were collected through library research, observation, and structured questionnaires supported by interviews, with both primary data (from employees' responses) and secondary data (from books, journals, prior studies, and official documents). Research variables include leadership ( $X_1$ ), organizational culture ( $X_2$ ), and employee work effectiveness ( $Y$ ), which were measured using a five-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (5).

The collected data were analyzed using the Statistical Package for the Social Sciences (SPSS) version 27. The analysis began with descriptive statistics, followed by validity and reliability testing, ensuring that the instruments were accurate and consistent (valid if  $r\text{-count} > r\text{-table}$  and reliable if Cronbach's Alpha  $> 0.60$ ). Classical assumption tests were also conducted, including normality (Shapiro-Wilk or Kolmogorov-Smirnov), multicollinearity ( $VIF < 10$  and tolerance  $> 0.10$ ), and heteroscedasticity (scatter plot method). To examine the relationships among variables, multiple linear regression analysis was applied with the equation  $Y = a + b_1X_1 + b_2X_2 + \epsilon$ , where  $Y$  represents employee work effectiveness,  $X_1$  leadership, and  $X_2$  organizational culture. Hypothesis testing was carried out using the t-test to assess partial effects of each variable and the coefficient of determination ( $R^2$ ) to measure how much variance in employee work effectiveness could be explained by leadership and organizational culture.

## RESULTS AND DISCUSSION

### A. Research Results

#### 1. Characteristics of Respondents

The characteristics of respondents provide a general description of the research participants, making it easier for researchers to analyze data and understand the research context. These characteristics are detailed in the following tables:

##### a. Gender

The following table presents the number and percentage of male and female respondents in this study.

**Table 1**  
**Characteristics of Respondents Based on Gender**

Gender	Number of Respondents	Percentage (%)
Male	25	58.1
Female	18	41.9
<b>Total</b>	<b>43</b>	<b>100.0</b>

*Source: Primary Data, 2024*

Table 1 shows the distribution of respondents based on gender. Of the total 43 respondents, the majority are male, totaling 25 people (58.1%), while females

total 18 people (41.9%). This data indicates that male respondents dominate this study.

**b. Age**

The following table presents the characteristics of respondents based on age.

**Table 2**  
**Characteristics of Respondents Based on Age**

Age Group	Number of Respondents	Percentage (%)
21-30 years	8	18.6
31-40 years	18	41.9
>40 years	17	39.5
<b>Total</b>	<b>43</b>	<b>100.0</b>

*Source: Primary Data, 2024*

Table 2 presents respondent data based on age group. The majority of respondents belong to the 31-40 years age group, totaling 18 people (41.9%). The age group over 40 years follows in second place with 17 respondents (39.5%), while the 21-30 years group includes 8 respondents (18.6%). This data indicates that most respondents are in their productive years, particularly within the 31-40 year range.

**c. Education Level**

The following table presents the distribution of respondents based on their highest level of education attained.

**Table 3**  
**Characteristics of Respondents Based on Education Level**

Education Level	Number of Respondents	Percentage (%)
High School	6	14.0
Diploma (D3)	2	4.7
Bachelor's (S1)	30	69.8
Master's (S2)	5	11.6
<b>Total</b>	<b>43</b>	<b>100.0</b>

*Source: Primary Data, 2024*

Table 3 illustrates the distribution of respondents based on their last education level. The majority of respondents hold a Bachelor's degree (S1), totaling 30 people (69.8%), followed by high school graduates with 6 people (14.0%). Respondents with a Master's degree (S2) total 5 people (11.6%), and those with a Diploma (D3) total 2 people (4.7%). This data shows that most respondents have a higher education level, which supports their capacity to perform work.

**d. Years of Service**

Grouping respondents based on their length of service provides information about their level of experience. More detailed data is presented in the following table.

**Table 4**  
**Characteristics of Respondents Based on Work Period**

Years of Service	Number of Respondents	Percentage (%)
<5 years	6	14.0
5-10 years	19	44.2
>10 years	18	41.9
<b>Total</b>	<b>43</b>	<b>100.0</b>

*Source: Primary Data, 2024*

Table 4 shows the characteristics of respondents based on their length of service. Respondents with a working period of 5-10 years dominate with a total of 19 people (44.2%), followed by respondents with more than 10 years of experience, totaling 18 people (41.9%). Meanwhile, respondents with less than 5 years of experience total 6 people (14.0%). This data shows that the majority of respondents have considerable work experience, with more than five years of service.

## B. Discussion

### 1. Influence of Leadership on Employee Work Effectiveness at the District SAMSAT Office of Gowa

#### Results:

Based on the regression analysis, the leadership variable (X1) has a regression coefficient of 0.187 with a significance value of  $p = 0.025$  ( $p < 0.05$ ). This indicates that leadership has a positive and significant effect on employee work effectiveness at the SAMSAT Office of Gowa Regency. In other words, the better the quality of leadership, the higher the employees' work effectiveness.

#### Interpretation:

The coefficient value of 0.187 suggests that an improvement in leadership quality indeed contributes to increased work effectiveness, although the effect is not very large. This can be understood as leadership at SAMSAT Gowa has adopted a situational leadership style that is flexible, allowing leaders to adjust their approach according to employee conditions and job demands. However, observations also revealed weaknesses in leadership communication, particularly in providing constructive feedback and involving employees in decision-making.

#### Theory:

Hersey and Blanchard (in Sutrisno, 2019) explain that situational leadership consists of four models: telling, selling, participating, and delegating. Leaders who can adapt their leadership style to the maturity level of their employees are more likely to succeed in improving performance. In the context of SAMSAT Gowa, the application of participative and delegative styles has great potential to enhance work effectiveness when combined with more open communication.

#### Previous Research:

These findings are consistent with the study by Juharni and Umar Congge (2021), which showed that leadership has a significant effect on employee work effectiveness at the Personnel and Training Agency of East Luwu Regency. The study emphasized that effective leadership can increase motivation, create a conducive work environment, and ensure that every task is completed according to standards.

#### Implications:

The practical implication of these results is the need to improve leaders' communication skills, particularly in delivering constructive feedback. Moreover, involving employees in the decision-making process will foster a sense of belonging and further enhance work effectiveness.

## **2. Influence of Organizational Culture on Employee Work Effectiveness at the District SAMSAT Office of Gowa**

### **Results:**

The regression analysis shows that the organizational culture variable (X2) has a regression coefficient of 0.211 with a significance value of  $p = 0.038$  ( $p < 0.05$ ). This demonstrates that organizational culture has a positive and significant effect on employee work effectiveness. The stronger the organizational culture applied, the higher the level of employee work effectiveness.

### **Interpretation:**

The coefficient value of 0.211, which is higher than that of leadership (0.187), indicates that organizational culture contributes more significantly to employee work effectiveness. This can be explained by the fact that organizational culture serves as a shared behavioral guideline that consistently influences all members of the organization. A culture that emphasizes discipline, teamwork, and a strong orientation toward fast and accurate public service can create collective behavioral standards that support improved work effectiveness.

### **Theory:**

According to Schein (2017), organizational culture is a set of shared values, norms, and beliefs that influence how members of an organization behave. A strong culture functions as a “social glue” that directs employees to work in line with organizational standards. Albrecht and Zemke (in Dwiyanto, 2005; Yuniarti, 2021) also assert that the quality of public services is largely determined by an organizational culture that emphasizes innovation, responsiveness, and the quality of work processes.

### **Previous Research:**

These findings are consistent with Kartika et al. (2020), who found that organizational culture significantly affects employee work effectiveness in the government sector. Similarly, Rambe (2021) discovered that organizational culture has a major impact on employee effectiveness at the Tombolo Pao District Office.

### **Implications:**

This study highlights the importance of strengthening organizational culture at the SAMSAT Office of Gowa by instilling values of discipline, teamwork, service innovation, and improved internal communication. Strengthening organizational culture will help shape collective employee behavior that is consistent with the mission of public service, thereby ensuring sustainable improvements in work effectiveness.

## **3. Comparison of the Influence of Leadership and Organizational Culture**

Although both variables have a positive and significant effect on employee work effectiveness, it is evident that organizational culture (0.211) has a slightly greater influence compared to leadership (0.187). This difference can be explained by several reasons:

- a. **Scope of influence:** Leadership generally relates to direct interactions between superiors and subordinates, thus its impact is limited to certain relationships. In contrast, organizational culture influences all employees systemically as it is embedded in shared rules, norms, and values.
- b. **Consistency of influence:** Organizational culture is stable and continuous, while leadership may vary depending on the leader's style or positional rotation. This makes organizational culture more consistent in shaping employee behavior.
- c. **Internalization of values:** Organizational culture establishes behavioral standards that employees internalize in the long term, thereby exerting a stronger impact on work effectiveness. Leadership, on the other hand, tends to be more situational and adaptive, meaning its effect may differ across individuals.

### **Implications:**

The SAMSAT Office of Gowa should not only focus on improving leadership styles but also on strengthening organizational culture as the foundation of employee behavior. This can be achieved through programs that internalize organizational values (such as

fast, accurate, and friendly service), the cultivation of time discipline, and reward systems for employees who demonstrate effective work behavior.

## CLOSING AND SUGGESTIONS

### A. Conclusion

Based on the research results and discussion, the following conclusions were obtained:

1. **Leadership (X1)** has a positive and significant influence on **Employee Work Effectiveness (Y)** at the SAMSAT Office of Gowa Regency. A capable leader who provides clear direction, motivates employees, and fosters a harmonious work environment significantly contributes to improving employee work effectiveness.
2. **Organizational Culture (X2)** also has a positive and significant influence on **Employee Work Effectiveness (Y)**. A supportive work culture that encourages collaboration, innovation, and adaptability to change helps employees work more effectively and productively.

### B. Suggestions

Several suggestions based on the research findings are as follows:

#### 1. For the Agency

To enhance employee work effectiveness at the SAMSAT Office of Gowa Regency, it is essential for the agency to pay greater attention to aspects of leadership and organizational culture. Regular evaluations should be conducted on the implementation of organizational values and the effectiveness of communication between leaders and subordinates. This is crucial to identifying challenges and providing relevant solutions. Additionally, recognizing and rewarding employee innovation should be continuously improved to maintain work enthusiasm and productivity.

#### 2. For Future Researchers

This study indicates that employee work effectiveness is influenced not only by leadership and organizational culture but also by other factors not included in this research, such as motivation, work environment, and company policies. Therefore, future researchers are encouraged to expand the scope of the study by incorporating additional variables or increasing the sample size across different areas to provide a more comprehensive understanding of the factors influencing employee work effectiveness.

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