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## DESCRIPTIVE OF QUANTITATIVE DATA | SUPPLEMENTARY

# Situational Leadership Style, Organizational Culture and Organizational Commitment on Employee Performance

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**Abstract:** This study aims to analyze the effect of situational leadership styles, organizational culture, and organizational commitment on employee performance and to determine the most dominant variable influencing the performance of the Regional Office employees of Tanete Riattang Barat District, Bone Regency. This research was conducted from October to December 2021. The population of this study was 62 employees of the Tante Riattang Barat District Office, Bone Regency. The analysis used is descriptive to explain the characteristics of respondents and descriptive research, while to analyze quantitative data, multiple regression analysis is used through the SPSS program. The results showed that situational leadership style, organizational culture, and organizational commitment jointly affect the performance of the employees of the Regional Office of the District of Tanete Riattang Barat, Bone Regency, and the variable that has the most dominant influence is organizational commitment.

**Keywords:** Situational Leadership Style, Organizational Culture, Organizational Commitment, Employee Performance

**JEL Classification Code:** E44, F31, F37, G15

## 1. INTRODUCTION

The development of a nation requires the principal capital, namely human resources. It has long been understood that human resources (HR) are the first and foremost factor in advancing the welfare of a nation (Chi et al., 2020; Thomaidou Pavlidou & Efstathiades, 2021). The experience of many countries has proven the truth of this opinion. Various countries in the world, although they do not have natural resources, they have human resources who are educated, skilled, disciplined, diligent, willing to work hard, and loyal to the ideals of the struggle of their nation; it turns out that they have succeeded in achieving enormous progress. Sometimes he makes other countries admire him. In Indonesia, since the Long-Term Development (PJP) I, the aspect of human resources has received considerable attention in the development strategy. This, of course, cannot be separated from a shift in orientation and national development strategy. In the era of globalization and in line with Indonesia Law Number 25/2004 concerning the National Development Planning System and Law Number 32/2004 concerning Regional Government, good governance requires openness, democratization, participation, and excellent service. The community, because of the increasing public awareness, has the right to obtain better benefits from the government.

In carrying out government and development activities, the position and role of civil servants are significant. This is because civil servants are elements of the state apparatus who carry out government and development in achieving national goals (Balkin & Werner, 2022). García-Rodríguez et al. (2020) state that the human element is important because humans always play an active and dominant role in every organization. Humans are planners, actors, and determinants of the realization of organizational goals. Thus, civil servants are required to have the ability to carry out their duties and responsibilities to participate in government, development, and community activities effectively and efficiently. Realizing the importance of the role of civil servants, the government has carried out many activities to empower them so that they have optimal abilities and performance to achieve national goals. This is also explained in Indonesia Law Number 43/1999 concerning the main points of staffing

which states that the smooth implementation of government tasks and national development is highly dependent on the perfection of the state apparatus, especially civil servants.

For this reason, the government has carried out many activities such as providing education and training for civil servants, increasing salaries and allowances, giving awards, punishments, and so on, hoping to improve the performance of civil servants. However, the increase in the performance of civil servants has not yet shown satisfactory results. Although in some areas, the performance of civil servants has been carried out well, there are still many areas where civil servants have not been able to work professionally. This can be seen from the number of civil servants who violate the rules in carrying out their duties and functions as public servants. The sub-district, seen from the Indonesian government system, is the spearhead of the local government directly dealing with the broader community. The organization's performance will largely determine the image of the government bureaucracy. The sub-district is the line office of the local government that deals directly with the community and has the task of fostering the village, which must also be carried out efficiently and effectively. As an organization that lives and serves the dynamics of community life, the sub-district experiences many problems as an administrative organization. The issues faced are also more of a managerial nature than political nature. The complexity of the issues faced is closely related to many people served, the level of heterogeneity (origin, education, age, financial ability), and the number of subordinate villages.

The implementation of public services carried out by government officials in Tanete Riattang Barat District, Bone Regency in various service sectors, especially those concerning the fulfillment of civil rights and basic community needs (such as KK, KTP, UUG, IMB services, birth certificates, and so on), is still not as good as what is expected. This can be seen, among others, from the number of complaints or complaints from the public and the business world, both through letters from readers and the media, as published in the news of the Bone Tribune on May 23, 2012, which revealed consumer complaints in the form of objections to the cost of obtaining ID cards in Tanete Riattang Barat District. Complaints such regarding procedures and service work mechanisms that are convoluted in management are not transparent, less informative, less accommodating, less consistent, limited facilities and service infrastructure so that they do not guarantee certainty (legal, time, and cost), and there are still many practices of levies. Illegal activities as well as actions that indicate irregularities and KKN. Problems that occur at the Tanete Riattang Barat District office, Bone Regency, which is also a problem in almost all government institutions or agencies, are the emergence of complaints and public dissatisfaction with services to the community that are not optimal, and the percentage of late arrivals to work, absenteeism, and the implementation of tasks are not optimal. According to the standard. The following is a graph regarding the level of attendance of the Regional Office of the Tanete Riattang Barat District Office, Bone Regency, from June 2011 – February 2012.

The level of employee attendance at the District Office of Tanete Riattang Barat, Bone Regency during June 2011–February 2012 was still low if the average was 88.63% for morning attendance and 82.15% for afternoon attendance. Of course, this number is not ideal in terms of employee attendance. In addition, the afternoon attendance level is always different from the morning attendance due to some employees leaving the office before working hours. This can be indicated by the Tanete Riattang Barat Bone Regency Office employees. Many in the Bone Regency still have not used their working hours to complete work. Thus, the above phenomenon indicates that employee performance is still relatively low. The various problems above are undoubtedly related to the performance of the employees of the Tanete Riattang Barat District Office, Bone Regency are decreasing.

The decline in the version of the Regional Office of the District Office of Tanete Riattang Barat Bone Regency requires a solution because it is related to public services that are likely to result in a total decline in organizational performance. After all, the good or bad performance of the company or organization reflects the performance of its employees. The decrease in the performance of the Regional Office of the District Office of Tanete Riattang Barat Bone Regency can be studied by looking at the factors that affect employee performance. In connection with the problem of decreasing employee performance above, leadership is one factor that affects employee performance; it can even be said to be very decisive in achieving predetermined organizational goals. This follows the opinion (Fein et al., 2021), which states: The Relationship between Leadership and Performance The success

of an organization as whole or various groups in a particular organization is very dependent on the quality of leadership contained in the organization concerned. It can even be accepted as a "truism" if it is said that the quality of leadership in an organization plays a very dominant role in the success of the organization in carrying out its various activities, especially seen in the performance of its employees.

Sub-district government administration requires a leader who can always mobilize his subordinates so that they can carry out their duties and responsibilities to participate in government, development, and community activities efficiently and effectively. This condition indeed cannot be separated from the role of human resources. In a government organization, success, or failure in implementing government duties and administration is influenced by leadership; through leadership and supported by adequate government organizational capacity, good governance (Good Governance) will be realized. Otherwise, the weakness of leadership is one of the causes of the collapse of bureaucratic performance in Indonesia (Malak et al., 2022; Yeo, 2020). Leadership (leadership) can be said to be a leader directing, encouraging, and regulating all elements in the group or organization to achieve a desired organizational goal to produce maximum employee performance (Fein et al., 2021). The increase in employee performance means the achievement of the work of a person or employee in realizing organizational goals. Several studies have shown that there is no one best way to lead subordinates, but it depends on the leader, subordinates, and the situation at hand. Leadership in its operations is determined by its leadership style because the leader has unique, distinctive nature, habits, temperament, and personality so that his own behavior and style distinguish him from others. This style or style of life will color his behavior and leadership type. Du et al. (2013) defines that "Leadership Style is a behavior or method chosen and used by leaders in influencing the thoughts, feelings, attitudes, and behavior of members of the organization/subordinates." Each leader can have a leadership style that is different from one another and not necessarily a leadership style that is better or worse than others.

Based on the initial survey the author conducted through interviews with employees of the Tanete Riattang Barat District Office, Bone Regency is known that employees' perceptions of the leadership style applied are still not in line with expectations and are considered inappropriate for the situation and condition of their employees. This can be seen from the indications, among others: 1) Employees are required to perform their duties well, but in practice in the field, superiors do not provide positive support; 2) The leader concentrates all decisions and policies taken from himself in total, while subordinates who also have an essential role in the running of an organization are not involved in the decision-making process or policy, of course, employees hope to be more involved in the decision-making process and organizational policies. ; 3) The closeness between an employee and his superior, which is then used as a reference in promotions and promotions so that other employees are apathetic and do not feel optimistic about improving performance; 4) Leaders do not supervise employee discipline so that employees who take disciplinary actions do not get reprimands or sanctions; and 5) Leaders are considered unfair in paying attention to their employees, meaning that leaders give equal attention to all employees regardless of which ones are diligent and which ones are lazy, thus making employees perform not optimally.

To maintain and improve employee performance, a leader who uses a situational leadership style is needed, namely a leader who, in addition to having personal abilities, is also able to read the situation of his subordinates and their work environment (Thompson & Vecchio, 2009). In this case, subordinates' maturity is directly related to the exemplary leadership to be applied so that the leader obtains adequate obedience or influence. For this reason, leaders must create a work atmosphere supported by their subordinates always to work professionally. Not to misuse it for personal gain, but to achieve individual goals in the organization so that the work performance of subordinates can be improved, and organizational goals can be achieved more effectively and efficiently. In addition, another factor that affects performance is organizational culture. The organizational culture in the Tanete Riattang Barat District, Bone Regency, is formed through the development and experience of the organization in government administration activities. This is embodied in the environmental vision and mission of Tanete Riattang Barat District, Bone Regency.

Based on the results of the pre-research survey, the organizational culture in the Tanete Riattang Barat District, Bone Regency, is not yet optimal in supporting the improvement of employee

performance. This can be understood from several important indicators in organizational culture that have not been implemented optimally, including a) Employees, in general, do not understand well the vision and mission carried out by Tanete Riattang Barat District, Bone Regency, so employees generally cannot carry out optimally the values -Organizational cultural values of Tanete Riattang Barat Subdistrict, Bone Regency which are contained in the vision and mission; b) Employees are still not optimal in producing innovations in the work they carry out so that it seems that work is only part of the routine of life, without providing added value to the work produced; and c) Cooperation between employees/personnel or teamwork in each field is not optimal so that the performance of teamwork that can improve the performance of Tanete Riattang Barat District, Bone Regency is not optimal.

Employee performance is influenced by many factors, including leadership style and organizational culture. One of the factors thought to have a determinant of employee performance is organizational commitment. This is because organizational commitment can be seen as a factor that keeps employees afloat and provides the best for the organization. Organizational commitment can also be defined as a condition in which employees are not only physically attached to the organization but can also devote their best thoughts, attention, and dedication to the organization's progress. Absence or absenteeism is one indicator that can be used to measure employee organizational commitment to the company. As stated by (Teymoori et al., 2022) that Organizational commitment means the level of trust and acceptance of employees towards organizational goals and having a desire to remain in the organization which is ultimately reflected in the statistics of absenteeism and turnover of the workforce.

**Table 1: Data Summary**

<b>Subject</b>	Human Resource Management
<b>Specific subject area</b>	Human Resource Management, Kepemimpinan, Budaya, Komitmen
<b>Type of data</b>	Table and Figure
<b>How data were acquired</b>	Survey
<b>Data format</b>	SPSS
<b>Parameters for data collection</b>	The sample is 62 employees of the Regional Office of the Tanete Riattang Barat District, Bone Regency
<b>Description of data collection</b>	The research approach used in this study is a quantitative method with an explanatory approach, which is a research method using a quantitative approach perspective with an explanatory type that will be used to explain whether there is an influence between situational leadership style, organizational culture, and organizational commitment on employee performance. The location of the research is at the Tanete Riattang Barat District Office, Bone Regency and the time of the research is from October to December 2021.
<b>Data source location</b>	Tanete Riattang Barat District Office, Bone Regency

#### Value of the Data

- Does the situational leadership style factor and organizational commitment affect employee performance.
- What is the most dominant variable affecting employee performance.

#### Data Description

The research method is the demand for research work to fulfill the research objectives that have been determined. In research, we need data, which is a way of working that guides research. Research can be classified into 3 (three) types, namely exploratory analysis (exploratory), explanatory research

(explanatory), and descriptive research. The descriptive study seeks to describe current problem solving based on data and aims to solve problems systematically and factually regarding the facts and characteristics of the population. The research approach used in this study is a quantitative method with an explanatory system, which is a research method using a quantitative approach perspective with a descriptive type that will be used to explain whether there is an influence between situational leadership style, organizational culture, and organizational commitment on employee performance. The research location was carried out at the Tanete Riattang Barat District Office, Bone Regency, and the research was conducted from October to December 2021. This study analyzed the data used to see the relationship between Situational Leadership Style, organizational culture, and organizational commitment to regional employee performance. Tanete Riattang Barat District, Bone Regency, as shown in the hypothesis, in this study, multiple linear regression was used with the following formulation:

$$Y = b_0 + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

Description:

- Y = Employee Performance
- X<sub>1</sub> = Situational Leadership Style
- X<sub>2</sub> = Organizational Culture
- X<sub>3</sub> = Organizational Commitment
- b<sub>0</sub> = Constant
- b<sub>1</sub>, b<sub>2</sub>, b<sub>3</sub> = Estimated regression coefficient (parameter)
- e = error

Furthermore, testing is carried out using Fisher's exact or F test, which aims to test whether the variables X<sub>1</sub>, X<sub>2</sub>, X<sub>3</sub>, and X<sub>4</sub> simultaneously affect Y. The F-test is carried out by comparing the calculated F value with the values in the table; if the result of the F-count value is greater than the F-estimated, then the X variables (independent variable) simultaneously affect the Y variable (dependent variable). In addition, a t-test was also conducted to determine the effect of the X variables partially (individually) on the Y variable. If the calculation results show the t-calculated > t-estimated with a confidence level of <0.05, the X variable significantly affects the Y variable.

For the R and R<sup>2</sup> tests, the correlation coefficient R shows the solid or weak relationship (correlation) between the independent variables and the dependent variable. While the value of R<sup>2</sup> shows, the coefficient of determination, namely how much change in the dependent variable is caused by changes in the independent variables. The population is the sum of all objects (units/individuals) whose characteristics are to be estimated. In this study, the population was all Tanete Riattang Barat District, Bone Regency employees in 2021, which amounted to 62 employees. Because the population is not too much, the researchers used the census method.

**Table 2: Characteristics of Respondents by Gender**

Gender	Frequency	(%)
Men	35	56,45
Women	27	43,55
Total	62	100

**Table 3: Characteristics of Respondents by Age Group**

Age (Year)	Frequency	(%)
26-30	4	6,45
31-40	18	29,03
41-50	30	48,39
51-60	10	16,13
Total	62	100

**Table 4: Characteristics of Respondents by Education Level**

Education Level	Frequency	(%)
Senior High School	7	11,29
Bachelor	40	64,51
Magister	15	24,19

Total	62	100
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**Table 5: Characteristics of Respondents by Group**

Career path	Frequency	(%)
Group II	12	19,36
Group III	50	80,64
Total	62	100

**Table 6: Characteristics of Respondents by Period of Service**

Working Period (Years)	Frequency	(%)
1-10	35	56,45
11-20	13	20,96
21-30	13	20,96
31-40	1	1,53
Total	62	100

**Table 7: Recapitulation of Respondents' Answers for Situational Leadership Style Variables**

Item	Dimension	Alternative answer					Total Score
		Strongly Disagree	Don't agree	Neutral	Agree	Strongly agree	
1	Task Behavior	-	5	8	26	23	1,274
2		-	4	9	27	22	
3		3	-	11	15	33	
4		-	2	6	29	25	
5		-	3	12	33	14	
6	Relationship Behavior	-	3	5	35	19	1,302
7		-	2	9	29	22	
8		1	3	13	31	14	
9		-	1	4	27	30	
10		-	-	4	25	33	
Total		4	23	81	277	235	2,576

**Table 8: Recapitulation of Respondents' Answers to Organizational Culture Variables**

No Item	Dimension	Alternative answer					Total Score
		Strongly Disagree	Don't agree	Neutral	Agree	Strongly agree	
1	Innovation and Risk Taking	-	-	3	41	18	511
2		-	-	12	38	12	
3	Attention to Details	-	-	9	42	11	497
4		-	-	11	41	10	
5	Result Orientation	-	-	9	49	4	490
6		-	-	11	41	10	
7	People Orientation	-	2	9	34	17	475
8		-	10	18	21	13	
9	Team Orientation	-	3	22	24	13	470
10		1	-	20	29	12	
11	Aggressiveness	2	1	13	40	6	482
12		-	-	8	45	9	
13	Stability	-	-	8	49	5	489
14		-	3	6	45	8	
Total		3	19	159	539	148	3,414

**Table 9: Recapitulation of Respondents' Answers to Organizational Culture Variables**

No Item	Dimension	Alternative answer					Total Score
		Strongly Disagree	Don't agree	Neutral	Agree	Strongly agree	
1		-	-	27	30	5	892



No Item	Dimension	Alternative answer					Total Score
		Strongly Disagree	Don't agree	Neutral	Agree	Strongly agree	Dimension
2	Affective Commitment	-	1	20	36	5	
3		-	3	27	28	4	
4		-	-	34	26	2	
5	Continuing Commitment	-	11	26	23	2	631
6		-	8	20	32	2	
7		-	5	28	24	5	
8	Normative Commitment	-	-	11	34	17	956
9		-	-	17	28	17	
10		-	-	17	30	15	
11		-	7	28	25	2	
Total		-	35	255	316	76	2,479

**Table 10: Recapitulation of Respondents' Answers for Employee Performance Variables**

No Item	Dimensi	Alternative answer					Total Score
		Strongly Disagree	Don't agree	Neutral	Agree	Strongly agree	Dimensi
1	Quality of Work	-	-	3	39	20	775
2		-	-	3	47	12	
3		-	1	6	42	13	
4	Honesty	-	-	4	38	20	511
5		-	-	9	45	8	
6	Initiative	-	-	4	50	8	252
7	Presence	-	-	14	31	17	251
8	Attitude	-	3	4	44	11	507
9		-	-	9	34	19	
10	Cooperation	-	-	2	42	18	264
11	Reliability	-	1	2	48	11	507
12		-	-	12	34	16	
13	Job Knowledge	-	-	9	39	14	708
14		-	4	23	31	4	
15		-	3	13	41	5	
16	Responsibility	-	-	4	43	15	500
17		-	-	17	35	10	
18	Utilization of Working Time	-	2	15	29	16	245
Total		-	12	121	648	211	4,520

**Table 11: Validity Test Results for Situational Leadership Style Variables**

No. Item	Corrected Item Total Correlation (r hitung)	r-estimated (n = 62; α = 0,05)	Status
1	0,484	0,250	Valid
2	0,589	0,250	Valid
3	0,552	0,250	Valid
4	0,509	0,250	Valid
5	0,546	0,250	Valid
6	0,580	0,250	Valid
7	0,607	0,250	Valid
8	0,498	0,250	Valid
9	0,531	0,250	Valid
10	0,477	0,250	Valid

**Table 12: Validity Test Results of Organizational Culture Variables**

No. Item	Corrected Item Total Correlation (r hitung)	r-estimated (n = 62; $\alpha = 0,05$ )	Status
1	0,623	0,250	Valid
2	0,495	0,250	Valid
3	0,523	0,250	Valid
4	0,436	0,250	Valid
5	0,545	0,250	Valid
6	0,499	0,250	Valid
7	0,501	0,250	Valid
8	0,340	0,250	Valid
9	0,534	0,250	Valid
10	0,486	0,250	Valid
11	0,369	0,250	Valid
12	0,649	0,250	Valid
13	0,731	0,250	Valid
14	0,570	0,250	Valid

**Table 13: Validity Test Results for Organizational Commitment Variables**

No. Item	Corrected Item Total Correlation (r hitung)	r-estimated (n = 62; $\alpha = 0,05$ )	Status
1	0,476	0,250	Valid
2	0,584	0,250	Valid
3	0,672	0,250	Valid
4	0,539	0,250	Valid
5	0,561	0,250	Valid
6	0,490	0,250	Valid
7	0,593	0,250	Valid
8	0,614	0,250	Valid
9	0,731	0,250	Valid
10	0,651	0,250	Valid
11	0,518	0,250	Valid

**Table 14: Validity Test Results for Employee Performance Variables**

No. Item	Corrected Item Total Correlation (r hitung)	r-estimated (n = 62; $\alpha = 0,05$ )	Status
1	0,603	0,250	Valid
2	0,753	0,250	Valid
3	0,684	0,250	Valid
4	0,470	0,250	Valid
5	0,675	0,250	Valid
6	0,712	0,250	Valid
7	0,366	0,250	Valid
8	0,489	0,250	Valid
9	0,661	0,250	Valid
10	0,650	0,250	Valid
11	0,443	0,250	Valid
12	0,480	0,250	Valid
13	0,420	0,250	Valid
14	0,489	0,250	Valid
15	0,521	0,250	Valid
16	0,654	0,250	Valid
17	0,640	0,250	Valid
18	0,624	0,250	Valid

**Table 15: Research Instruments Reliability Test Results**



Variables	Cronbach's alpha	r-estimated	Status
Situational Leadership Style	0,837	0,60	Reliable
Organizational Culture	0,850	0,60	
Organizational Commitment	0,876	0,60	
Employee Performance	0,905	0,60	

**Table 16: Normality Test Results**

		Situational Leadership Style	Organizational Culture	Organizational Commitment	Employee Performance
N		62	62	62	62
Normal Parameters <sup>a</sup>	Mean	4.1539	3.9295	3.6356	4.0495
	Std. Deviation	.52354	.38882	.46959	.37870
Most Extreme Differences	Absolute	.149	.154	.122	.143
	Positive	.073	.154	.122	.117
	Negative	-.149	-.086	-.120	-.143
Kolmogorov-Smirnov Z		1.170	1.212	.962	1.128
Asymp. Sig. (2-tailed)		.129	.106	.313	.157

**Table 17. Multicollinearity Test Results**

Model	Collinearity Statistics	
	Tolerance	VIF
Situational Leadership Style	0,774	1,292
Organizational Culture	0,628	1,592
Organizational Commitment	0,789	1,267

**Table 18. Heteroscedasticity Test Results**

		Unstandardized Residual
Unstandardized Residual	Correlation Coefficient Sig. (2-tail)	-
Situational Leadership Style		0,838
Organizational Culture		0,983
Organizational Commitment		0,988

**Table 19: Simultaneous Testing (F-test)**

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	6.036	3	2.012	43.039	.000 <sup>a</sup>
	Residual	2.712	58	.47		
	Total	8.748	61			

**Table 20: Partial Testing (t-test)**

Independent Variable	Regression Coefficient (B)	t-calculated : t-estimated	Sig.
Situational Leadership Style (X1)	0,269	3,233 > 2,002	0,002
Organizational Culture (X2)	0,249	2,703 > 2,002	0,009
Organizational Commitment (X3)	0,568	6,901 > 2,002	0,000
Constant (b <sub>0</sub> )		0,623	

**Table 21: Coefficient of Determination Test Results (R<sup>2</sup>)**

Model	R	R Square	Adjusted R Square
1	0,831	0,690	0,674

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