

# The Effect of Leadership and Organizational Culture on Organizational Effectiveness at the Regional Secretariat of Central Lombok Regency

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## ABSTRACT

An organization that can manage its members well can be called an effective organization. This study examines the relationship between organizational effectiveness and ethical Leadership and organizational culture. This study determines Leadership and corporate culture's effect on organizational effectiveness at the Regional Secretariat of Central Lombok Regency. Respondents were all employees actively working at the Regional Secretariat of Central Lombok Regency, totaling 132 people. Data collection tool with a questionnaire. The data analysis uses Partial Least Square with the SmartPLS 3 program. The results show that Leadership has a positive and significant effect on Organizational Effectiveness. Organizational Culture positively and significantly impacts Organizational Effectiveness at the Regional Secretariat of Central Lombok Regency. The implications of the research results are proposed in this study.

Keywords: Organizational Effectiveness, Organizational Culture, Ethical Leadership

## INTRODUCTION

Management of an organization that can achieve a goal optimally is called an effective organization. In contrast, an organization that cannot accomplish its goals optimally can be interpreted as a less effective organization. According to Steers (2015: 203), effectiveness is doing something accurately, timely, objectively, and thoroughly by organizational goals. Schein (2010:129) defines organizational effectiveness as the ability to survive, adapt and grow, regardless of its particular function.

According to Steers (2015), one of the factors that can have an impact on achieving effectiveness in an organization is Leadership. Robbins & Judge (2015) define Leadership as the ability to influence a group toward achieving a predetermined vision or goal. One of the success factors of a leader depends on the leadership technique used in creating a situation that causes the people he leads to raising awareness to carry out what is desired.

Studies on organizational effectiveness associated with Leadership have been carried out by several previous researchers, namely Febrian et al. (2017) and Surbakti (2016), which

show that Leadership affects organizational effectiveness. The opposite finding is produced by Sofiyanti & Suhartanti (2021), that Leadership does not affect organizational effectiveness, which is described by performance. Likewise, the results of Prabowo, Noermijati, & Irawanto's (2018) research showed that Leadership does not affect organizational effectiveness.

Organizational effectiveness has a very close relationship with a corporate culture so that both cannot be separated from organizational life to achieve its goals. Robbins and Judge (2015) define organizational culture as a system of shared meanings held by members that distinguish the organization from other organizations. Kreitner & Kinicki (2014) state that corporate culture is a set of assumptions that are implicitly shared and accepted by organizational members. These assumptions determine the things that are thought, felt, and affect various environments.

Studies on the organizational culture associated with organizational effectiveness that has been carried out by several previous researchers, namely Mundung et al. (2021) and Makhrisza et al. (2018), found that corporate culture has a positive effect on organizational effectiveness. The opposite finding was discovered by Wabia, Sarang, & Taroreh (2021) and Utami & Verawati (2019). They found that Organizational Culture had no significant effect on Organizational Effectiveness described through Employee Performance.

The study of organizational effectiveness related to Leadership and corporate culture will be carried out by researchers at the Regional Secretariat Organization of Central Lombok Regency. The Regional Secretariat has the task and function of assisting the Regent in formulating policies and coordinating the implementation of the duties of the Regional Apparatus and administrative services. Implementing the operations of the Regional Secretariat must be carried out professionally, effectively, and efficiently, so it must be supported by adequate resources.

Based on the research gap of the article above and the phenomena that occur in the Regional Secretariat, this study aims to determine the influence of Leadership and organizational culture variables on organizational effectiveness, so the authors feel it is essential to carry out research related to the Effect of Leadership and Organizational Culture on Organizational Effectiveness on Secretariat Employees. Central Lombok Regency.

## LITERATURE REVIEW

### Leadership

Leadership influences a group to achieve a vision or set goals (Robbins & Judge, 2015). The function of a leader and the leadership techniques applied by the company differ according to the situation and the place where he or she carries out activities. In other words, the leadership function depends on each company's goals and employees' behavior, which generally differs individually.

In this leadership study, researchers use indicators from Suparman et al. (2013) referred to :

- (1) Ability to direct subordinates
- (2) Provide support to subordinates
- (3) Ability to supervise

### Organizational Culture

According to Griffin (2004), organizational culture is a set of values, beliefs, behaviors, habits, and attitudes that help a person's organizational members understand the principles adopted by the organization; how does the organization do? Everything, and what counts, is essential. According to Sobirin (2007), organizational culture can contribute to the

success of the company's performance. In addition, organizational culture also serves to integrate the internal environment and adapt to the external environment.

In this study of organizational culture, researchers used indicators previously reviewed by Suparman et al. (2019). The indicators in question are:

- (1) Norms
- (2) Philosophy
- (3) Dominant values

### Organizational Effectiveness

Touring (2012) describes organizational effectiveness as the organization's ability to achieve goals. Effectiveness. The factors that affect the organization's effectiveness are (1) the existence of a clear goal and (2) organizational structure. (3) The existence of community support or participation, (4) The existence of a value system adopted (Robbins, 2002)

Organizations will run well if they have explicit goals. A goal will motivate them to carry out their duties and responsibilities. Furthermore, the organization's goals include several functions, including providing direction by describing future conditions that the organization always pursues and realizes.

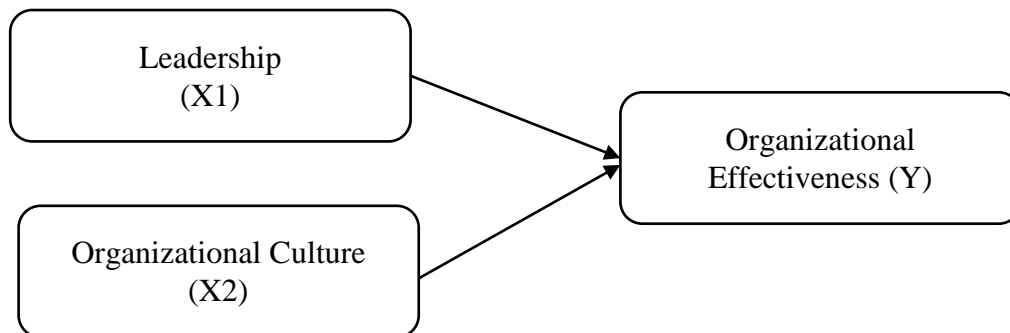
In measuring the effectiveness of an organization, one must focus on the symptoms within the organization's scope. Effectiveness is always measured based on achievement and productivity. Steers (1985:87) suggests that effectiveness is abstract. Therefore, effectiveness should not be seen as an end state but as a continuous process. It is necessary to understand that the components of a program are interconnected and how they increase the likelihood of the program's success.

Discussing the issue of effectiveness measures varies greatly depending on the point of fulfillment of several final criteria. Campbell's opinion, cited by Steers (1985), mentions several measures of effectiveness, namely:

- (1) Organizational Work Achievement
- (2) Organizational Development
- (3) Integrity.

### Conceptual Framework

The conceptual framework will link the research variables, namely the independent and dependent variables. Based on previous research and theoretical basis, the following is a picture of the conceptual framework of the research that summarizes the research model carried out:



**Figure 1. Conceptual Framework**

By the conceptual framework, the researcher proposes a hypothesis in the study as follows:

H1: It is suspected that leadership influences organizational effectiveness.

H2: It is suspected that organizational culture influences organizational effectiveness.

### RESEARCH METHODS

This research was conducted at the Regional Secretariat Office of Central Lombok Regency with 132 respondents. Data collection techniques used in this study were questionnaires and documentation. Researchers collect data by providing or distributing a list of questions about leadership, organizational culture, and organizational effectiveness that must be answered or responded to by respondents. This study uses a Likert scale. According to Siregar (2016:138), the Likert scale is a scale that can be used to measure a person's attitudes, opinions, and perceptions about a particular object or phenomenon. In giving weighting to each variable, each question item provides choices with a scale of 1 to 5. Data analysis in this study uses Partial Least Square (PLS). According to Imam Ghozali (2016:417), data analysis with the PLS approach was carried out by evaluating the measurement and structural models.

### RESEARCH RESULT

#### Measurement Model

The first is a convergent validity test that looks at the loading factor value (the correlation between item scores/component scores and construct scores). The indicators that measure the construct whose value is greater than 0.5 are considered significant to meet the convergent validity criteria (Hair et al., 2006 in Ghozali and Latin, 2015). All indicators of Leadership, organizational culture, and organizational effectiveness have a factor loading value of > 0.50 to meet the concurrent validity criteria. Based Composite test reliability with values can see in Table 1.

Table 1. Composite Reliability

Variable	Composite Reliability	Cronbachs Alpha
Leadership	0.935	0.922
Organizational culture	0.946	0.936
Organizational Effectiveness	0.942	0.932

The composite reliability of each variable is more significant than 0.70, as well as the value of Cronbach's alpha according to the recommended value (> 0.70). Therefore, internal consistency has been met.

In this study, the indicators of each variable are reflective and tested using discriminant validity which is assessed based on the AVE root value. The explanation is based on the table below,

Table 2. Discriminant Validity

Variable	Organizational culture	Organizational Effectiveness	Leadership
Organizational culture	0.797		
Organizational Effectiveness	0.807	0.759	
Leadership	0.711	0.854	0.770

In this test, the condition that must be met is that the square root value of the AVE of each variable must be greater than the correlation value with other variables. Thus, the results have met discriminant validity.

**Structural Model**

Q-Square predictive relevance in the structural model; it measures how well the conservation values are generated by the model as well as the estimated parameters. Q-square value > 0 indicates the model has predictive relevance; on the other hand, the value of Q-Square 0 suggests that the model lacks predictive relevance. Based on the results of the Q-Square of 0.810, the diversity of data that this research model can explain is 81.0%. While the rest is explained by other variables from outside the model that is not included in this research model

**Hypothesis Testing**

The hypothesis will be supported if the p-value is less than the critical value of 0.05 (5%). The results of the significance level test can be seen in table 3.

Table 3. Structural Model Test Results

Effect Between Variables	Coefficient	T Statistics	P value	Information
Leadership -> Organizational Effectiveness	0.566	4,190	0.016	Significant
Organizational Culture -> Organizational Effectiveness	0.405	5.588	0.000	Significant

This study's first hypothesis (H1) states, "It is suspected that leadership has a positive and significant influence on Organizational Effectiveness at the Regional Secretariat of Central Lombok Regency." Through hypothesis testing with PLS, with test results showing that the coefficient value is 0.566 with a p-value of 0.000 (lower than the error tolerance of 5%/0.05), which means that the influence of Leadership on Organizational Effectiveness is positive and significant, it stated that the first hypothesis is accepted.

This study's second hypothesis (H2) states, "It is suspected that Organizational Culture has a positive and significant influence on Organizational Effectiveness at the Regional Secretariat of Central Lombok Regency." Through hypothesis testing with PLS with test results showing that the coefficient value of 0.405 with a p-value of 0.000 (lower than the error tolerance of 5% (0.05) means that the influence of Organizational Culture on Organizational Effectiveness is positive and significant, it stated that the second hypothesis is acceptable.

**DISCUSSION**

**The Effect of Leadership on Organizational Effectiveness**

The results obtained through hypothesis testing with a coefficient value is 0.566 with a p-value of 0.000. It can be stated that Leadership has a positive and significant effect on Organizational Effectiveness at the Regional Secretariat of Central Lombok Regency. If the Leadership applied is getting better or more effective at the Regional Secretariat of Central Lombok Regency, the Organizational Effectiveness becomes more effective. On the other

hand, if the Leadership applied is less good or less effective at the Regional Secretariat of Central Lombok Regency, the Organizational Effectiveness will become less effective.

The word practical comes from English, namely functional, which means successful, or something did successfully. Organizational effectiveness is the concept of effectiveness that an organization aims to produce. Effectiveness in an organization is very much needed because it is one of the corporate benchmarks for achieving a goal (Febrian, Adriana, & Asrida, 2017).

According to the opinion expressed by (Handoko 2015), effectiveness is generally seen as the achievement of operative and operational goals. Various factors can affect the effectiveness of the organization. One of the factors that influence it is the leadership in the organization. Leadership is a process of directing and controlling the activities of a member whose duties are interconnected. The ability of a leader to be able to manage and influence the people he leads or his subordinates affects the effectiveness of the organization or not.

The Regional Secretariat of Central Lombok Regency has been able to manage its human resources so that it can achieve the goals and targets that have been set. The leadership role in it, especially the Coordinators who deal directly with subordinates as a driving force for work. It can be seen from the disposition of every letter or work order, which always ends at the head of the Sub-Coordinator. The existing Head of Sub-Coordinator can out the mandate so that every employee can be directed to work well in the Regional Secretariat of Central Lombok Regency. Such management can be said to be able to work to achieve organizational effectiveness.

It is by the statement that the dominant employee perceives that the leadership carried out at the Regional Secretariat of Central Lombok Regency is in the practical category. The leadership element in carrying out their duties at the Regional Secretariat of Central Lombok Regency has shown ethical attitudes and behavior in providing direction, supervision, and feedback to employees as their subordinates. Thus they become motivated to be passionate about working to achieve effective results.

In Luthans's (2001) opinion, a good leader is a leader who can influence others to work towards achieving goals and objectives. Leader regional Secretariat of Central Lombok Regency can affect the morale and enthusiasm of the work of his subordinates, the quality of work life, and especially their level of success.

Likewise, Yamin and Maisah (2010:74) believe a good leader can influence group members to achieve organizational goals. The leader in The Regional Secretariat of Central Lombok Regency has advantages compared to their subordinates so that they can show and direct their associates to move, be active, and have high efforts to achieve the goals that have been set so that with ethical leadership they practice organizational goals that achieved.

The results of this study support the results of previous research conducted by Febrian et al. (2017). Their research results show that leadership significantly affects organizational effectiveness at PT Adira Dinamika Multi Finance in Pekanbaru. Surbakti's (2016) research results show that leadership is critical in influencing organizational effectiveness. Leaders who can encourage their employees to be productive succeed in bringing the organization to be influential. Then Thayer's (2016) research results show that leadership significantly and positively impacts organizational effectiveness at the Wakatobi District Health Office.

### **The Influence of Organizational Culture on Organizational Effectiveness**

The results were obtained through hypothesis testing with a coefficient value of 0.405 with a p-value of 0.000. So it stated that Organizational Culture has a positive and significant effect on Organizational Effectiveness at the Regional Secretariat of Central Lombok Regency. That is, if the Organizational Culture applied is stronger at the Regional Secretariat of Central Lombok Regency, the Organizational Effectiveness becomes more effective. On

the other hand, if the Organizational Culture used is less intense at the Regional Secretariat of Central Lombok Regency, the Organizational Effectiveness will be less effective.

These findings align with the opinion expressed by Situmeang (2016: 534) that organizational culture describes values and norms as well as behavior and forms organizational characteristics that positively impact organizational effectiveness. Similarly, the opinion of Steers (in Baroroh, 2016) says that if culture is beneficial for individual needs (taking into account the interests of workers and orientation to achievement), then one can expect behavior toward high goals (using a behavioral approach). On the other hand, if the culture that arises is contrary to personal objectives, needs, and motivations, achievement and satisfaction can be expected to decrease. In other words, the result or behavior is determined by the interaction between individuals and the organizational environment they feel.

The average score of Organizational Culture perceived by the Regional Secretariat Employees of Central Lombok Regency is based on the respondent's response data with a potent category. Employees have shown excellent and correct behaviors by the rules of positive conduct in the organization. It is a reference believed to guide work interactions when doing work personally and in a team. Such work makes employees more successful at the Regional Secretariat of Central Lombok Regency.

Sutrisno (in Baroroh, 2016) explains that if culture can be appropriately managed as a management tool, it will have an effect and become a driving force for employees to behave positively, be dedicated, and be productive. Values that are not visible are forces that can drive behavior to produce effective performance.

The Regional Secretariat of Central Lombok Regency has built an Organizational Culture for its members to have an attitude of mutual trust with colleagues or subordinates and enjoy work. This response is the most dominant statement that can build organizational effectiveness because anyone who likes his job and can work with others can produce his best work to support organizational performance.

The results of this study support the results of previous research conducted by Defrizal and Mashur (2009), the results of their study that organizational culture is exceptionally influential on the organizational effectiveness of the Puskesmas in Sungai Apit District. Likewise, the research results of Mundung et al. (2021) showed that corporate culture has a positive and significant effect on the organizational effectiveness of Bukopin Family Planning, Manado Branch. Makhrisza et al. (2018), also in their research results, found that corporate culture had a positive effect on organizational effectiveness at PT. Pindad (Persero). Likewise, Putera and Gilang's research (2018) results show that corporate culture positively affects organizational effectiveness at the Bandung branch of the Islamic Student Association (HMI).

## CONCLUSION

Leadership positive and significant effect on Organizational Effectiveness at Central Lombok Regency Regional Secretariat. Organizational Effectiveness becomes more effective if the leadership applied is getting better or more effective at the Regional Secretariat of Central Lombok Regency. Organizational Culture has a positive and significant effect on Organizational Effectiveness at the Regional Secretariat of Central Lombok Regency. If the Organizational Culture applied is stronger at the Regional Secretariat of Central Lombok Regency, the Organizational Effectiveness becomes more effective.

## MANAGERIAL IMPLICATIONS

The results of this study can be input and considerations for organizations in implementing Leadership and Organizational Culture, the Effectiveness of the Organizational

Effectiveness of the Regional Secretariat of Central Lombok Regency will increase. Practically, the results of this research can also be used as an evaluation material and development material for the Regional Secretariat of Central Lombok Regency to continue to improve the quality of their work so that organizational effectiveness can continue to be improved.

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