



# The Value of Inclusive Leadership, Corporate Culture, and Employee Performance in the Public Sector in Lumajang Regency of Indonesia

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## ABSTRACT

*The aim of this research is to describe inclusive leadership, organizational culture, and performance of civil servants in Lumajang Regency. Based on the Slovin formula with an error rate of 7%, a sample size of 179 samples was obtained. The data analysis technique is a descriptive analysis used to determine the characteristics of respondents as measured by several stated indicators (questionnaire). Frequent and average (mean) values for each indicator will be produced using descriptive analysis. The frequency values displayed include amounts and percentages. The software used for descriptive analysis is IBM Statistics SPSS 20. The research results show that leaders with openness, availability, and accessibility reflect the inclusive Leadership of Civil Servants in the Lumajang district. Organizational culture includes innovation, taking into account risks, paying attention to details, being results-oriented, team-oriented, aggressive in work, and steadiness/stability. Employee performance is reflected by quantity, quality, time, and costs. The results of this research can be used to develop knowledge in human resources in building leadership and employee performance as a basis for further research on inclusive Leadership org, organizational culture, and performance through organizational commitment.*

**Keywords:** Corporate Culture, Employee Performance, Inclusive Leadership.

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## 1. INTRODUCTION

The performance of employees in that agency or organization largely determines the success of a government agency. Performance is the result of an individual's work, which is demonstrated through quality and quantity standards based on work standards set by an organization (Amstrong, 2003). Individual performance will reflect a person's success, so measuring this performance is necessary. Performance is the potential possessed by each individual in carrying out his duties. Tasks completed perfectly will reflect good individual performance, whereas tasks not completed completely will reflect poor individual performance.

This research is based on the phenomenon of goals to be achieved, which require the completion of individual and organizational tasks and responsibilities. The results achieved are based on what has been planned, which is called performance. PerformanceDessler (2016) states that performance is the result of work or work performance, whether assessed by the quality or quantity achieved by an individual per unit period in carrying out the duties and responsibilities assigned to him. Moreover, the performance of Civil Servants according to Government Regulation No.30 of 2019 Regarding the assessment of Civil Servant Performance, it is stated that Civil Servant Performance is the result of the work achieved by each civil servant in organizations/units by SKP (Employee Performance Targets) and work behavior.

Based on the problem, the aim of this research is to describe inclusive leadership, organizational culture, and performance of civil servants in Lumajang Regency.

It is hoped that this research will be helpful both theoretically and practically. Theoretical Benefits of the results of this research can be used to develop knowledge in the field of human resources in building leadership and employee

performance and as a basis for further research related to inclusive leadership and organizational culture on performance through organizational commitment.

Practical Benefits as input for the leaders of Regional Apparatus Organizations (OPD) in the Lumajang Regency Government, especially the HR department, are that the factors of inclusive leadership, organizational culture, and organizational commitment influence employee performance.

## **1.1 Literature Review**

The grand theory in this research is Human Behavior; human behavior is interpreted as a set of behaviors possessed by humans and influenced by customs, attitudes, emotions, values, ethics, power, persuasion, and genetics (Albarracín & Zanna (2005), *The Handbook of Attitude*. Routledge, Pp. 74-78). at the same time, Myers (1983) defines behavior as an expressed attitude. Behaviors with attitudes interact with each other, mutually influencing each other. Behavior is part of an organism's activity. Behavior is what an organism does or what other organisms observe. Behavior is also part of the function of an organism involved in an action.

Leadership can be defined as an art that shapes individuals to become strong and resilient, to motivate a group without coercion, pressure, and threats, and to want to do something together to achieve a common goal. Leading and managing a team effectively is critical in achieving business goals and maintaining employee performance and motivation. According to Hemphill & Coons, (1957:7), "Leadership is individual behavior... directing group activities towards a common goal". According to Fiedler (1967), "Leadership is a pattern of relationships between individuals who use authority and influence on groups of people to work together to achieve goals. " According to Katz & Kahn (1978: 528), "Leadership is an incremental influence on compliance mechanisms with routine organizational direction," Meanwhile, according to Burns (1978: 18) "Leadership is implemented when people...mobilizes...institutional, political, psychological, and other resources to arouse, engage, and satisfy follower motivation." and according to Smircich & Morgan, (1982:258) "Leadership is realized in the process where one or more individuals succeed in a group and realize the reality of the presence of others." while according to Rauch & Behling, (1984:46) "Leadership is the process of influencing the activities of an organized group towards achieving goals."

According to Trice and Bayer (1993), organizational culture is increasingly developing in line with the increasing dynamics of the climate in organizations. The concept of organizational culture was developed in various versions, considering that the term culture was borrowed from the scientific disciplines of tropology and sociology by the meaning of culture, which contains national connotations, adding that the implications are so broad that it can be seen from various points of view. However, in the adaptation process, most believe that the core of culture is a shared value system.

According to Meeuwesen et al. (2009), culture consists of shared mental programs that require individual responses to their environment. This definition means that we see culture in everyday behavior, but it is controlled by mental programs that are deeply implanted. According to Edgar Schein (2015), organizational culture is the philosophy that underlies organizational policies, the rules of the game for socializing, and the feelings or climate brought about by the physical preparation of the organization. Organizational culture, according to Robbins & Judge (2009), is a system or values of meaning shared by its members that differentiate or characterize the organization from other organizations. Mangkunegara (2008) stated that culture is how we do things here.

## **2. RESEARCH METHODS**

### **2.1. Validity Test and reliability Instrument**

According to Arikunto (2013: 211), a validity test is a measure that can show the levels of validity or authenticity of an instrument. A valid instrument can mean whether the measuring instrument used to obtain data (measure) is valid or not. Validity means how precise and accurate a measuring instrument is in its measuring function. A test or measuring instrument has high validity if it carries out its measuring function or provides measuring results.

The validity test is carried out to see which question items are appropriate (representative) to represent the research's independent variables. The test was carried out using confirmatory factor analysis on each latent variable. If the factor loading value on the indicator is more significant than 0.5 Ghozali, (2008: 132), then the indicator can be

used to measure the variable and, according to Ferdinand (2002: 70), uses the Critical Ratio (CR) as a criterion, namely if  $CR > 2.0$  the statement is said to be valid.

The scope of this research examines aspects of Human Resources in the public sector, especially the Performance of Civil Servant Employees in the Lumajang Regency government. Influenced by factor-inclusive leadership and organizational culture, as well as organizational commitment.

The data collection procedure in this research is to create a questionnaire with statement components based on indicators from existing variables displayed in the previous chapter. Then, the questionnaire can be distributed directly or via Google Forms.

The population in the study was civil servants in the district Lumajang, which had a population of 5,030. The sample in this study consisted of civil servants who did not have the position of Head of Department or Head of Division, so the sample could answer or understand the statements submitted when the research was conducted. Based on the Slovin formula with an error rate of 7%, a sample size of 179 samples was obtained.

The data analysis technique is a descriptive analysis used to determine the characteristics of respondents as measured by several stated indicators (questionnaire). Frequent and average (mean) values for each indicator will be produced using descriptive analysis. The frequency values displayed include amounts and percentages. The software used for descriptive analysis is IBM Statistics SPSS 20.

### **3. RESULTS AND DISCUSSION**

#### **3.1 Frequency Distribution of Inclusive Leadership**

Inclusive leadership prioritizes openness, availability, and ease of accessibility or contact with leaders to achieve common goals. Inclusive leadership activities to increase organizational commitment and employee performance include measurement indicators, including openness, availability, and accessibility. The inclusive leadership variable has an average variable value of 4.08. Indicators that can reflect inclusive leadership are availability and accessibility, which have an average value above 4.08. The accessibility indicator has the highest average value, namely 4.17; next is the availability indicator at 4.12, and the indicator with the lowest average value is openness at 3.96. The inclusive leadership variable with the accessibility indicator has the highest average value of 4.17, obtained for the statement item that the leader listens to employees' needs in completing tasks and that the leader is easy to contact for discussions at 4.17. The availability indicator has an average value of 4.12, obtained from the leader's statement helping employee difficulties of 4.19 in first place, and the statement that the leader received consultations on problems and was available at any time was 4.09 in second place. The openness indicator in the inclusive leadership variable has an average value of 3.96, obtained from the leader's open statement regarding problems 4.08 in the first place and the leader's statement of being open in discussions 3.85 in the second place.

Openness indicators in the Lumajang Regency government office are carried out according to the leader, who is open about the problems there. This is shown by the average value of 4.08, more significant than 3.96, which is the average value of the openness indicator and is considered to represent openness in forming an inclusive leadership construct. Leaders open to discussing goals in new ways have an average value of 3.85, which is inappropriate and needs to reflect the indicators of openness in the inLumajang Regency government office because it has a value below the average value of the indicator.

The leadership carried out the availability indicator at the Lumajang Regency government office to help employees with difficulties completing tasks there. This is shown by the average value of 4.19, more significant than 4.12, which is the average value of the availability indicator and is considered to represent availability in forming inclusive leadership. Leaders willing to consult and are ready to discuss a problem have an average value of 4.09, which is inappropriate and cannot reflect the availability indicator because it has a value below the average indicator.

### **3.2 Frequency Distribution of Organizational Culture**

Organizational culture is the values, attitudes, and behavior of employees in an organization that reflect that organization's characteristics and differentiate one organization from other organizations. Activities on organizational culture to increase organizational commitment and employee performance include measurement indicators: innovation, taking into account risks, attention to detail, results orientation, team orientation, aggressiveness, and stability.

The organizational culture variable has a variable average of 4.11. Indicators that can reflect organizational culture are innovation, taking into account risk, results orientation, team orientation, and stability, which have an average of above 4.11. The innovation indicator that takes risk into account has the highest average value, namely 4.22, then the stability indicator is 4.18, and the indicator with the lowest average is aggressive at 3.90. The organizational culture variable with the innovation indicator taking risk into account has the highest average value of 4.22, which was obtained for the statement item of innovating in completing work based on regulations of 4.24 in the first place and the statement of innovating to complete tasks more quickly of 4.21 in the second place.

The stability indicator has an average value of 4.18 for the service statement item provided by procedures. The team-oriented indicator has an average of 4.17 obtained for the statement item prioritizing organizational interests over personal interests. The results orientation indicator has an average indicator of 4.15, which is obtained from the statement that if problems arise in the workplace, they are always resolved together.

The indicator of paying attention to details has an average of 4.08, which was obtained from the statement that problems in the workplace were resolved together at 4.09 in the first place and completing work on time at 4.08 in the second place. The aggressive indicator has an average value of 3.90, obtained from the statement of immediately completing the task without delay.

First, innovation takes risk into account. The Regency government carried out in accordance with innovation in completing work based on regulations in the Regency government office. This is shown by the average value of 4.24, which is greater than 4.22, which is the average value of the innovation indicator that takes risk into account and is considered to represent innovation that takes risk into account in forming the construct of organizational culture. Innovating in completing work so that it is completed more quickly has an average value of 4.21, where this value is not appropriate and does not reflect the indicators of innovation considering the risks involved. Lumajang Regency government office because it has a value below the average indicator.

Second, pay attention to the details office carried out by solving problems that arise in the workplace together and completing work in a timely manner. This is shown by the average values of 4.09 and 4.08, which is more significant than 4.08, the average value of the indicator of paying attention to details, and is considered to represent paying attention to details in forming organizational culture.

Third, orientation to results Lumajang Regency government office is carried out by resolving problems that arise and are resolved together in Lumajang Regency government office. This is indicated by the average value of 4.15, which corresponds to the average value of the results orientation indicator and represents results orientation in shaping organizational culture in Lumajang Regency government office.

Fourth, team orientation at the Lumajang Regency government office was carried out by prioritizing the organization's interests over personal interests in the Lumajang Regency government office. This is shown by the average value of 4.17, which is the average value of the team orientation indicator and is considered to represent team orientation in shaping organizational culture in Lumajang Regency government office.

Fifth, be aggressive in working at the Lumajang Regency government office, which is carried out by completing the work immediately without delay in the Lumajang Regency government office. This is shown by the average value of 3.90, which corresponds to the average value of the indicator of aggressiveness at work and is considered to represent aggressiveness at work in shaping organizational culture in government offices. Lumajang Regency.

Sixth, stability in the Lumajang Regency government office is achieved through the services provided based on the procedures set out in the Lumajang Regency government office. This is shown by the average value of 4.18, which is

the average value of the stability indicator and is considered to represent stability in shaping organizational culture in Lumajang Regency government office.

Accessibility indicators at the Lumajang Regency government office are carried out by leaders who listen to employee needs and are easy to contact to discuss problems at the Lumajang Regency government office. This is shown by the average value of 4.17, which corresponds to the value of 4.17, which is the average value of the accessibility indicator and is considered to represent accessibility in forming inclusive Leadership in Lumajang Regency government office.

### **3.3 Frequency Distribution of Employee Performance**

Employee performance results from specific planned work processes at the time and place of the employee and the organization concerned. Activities in employee performance can be built on supporting indicators, including work quantity, work quality, timeliness, and costs. The employee performance variable has an average value of 4.00, obtained from four indicators: work quantity, work quality, timeliness, and cost.

The employee performance variable has a variable average of 4.00. Indicators that can reflect employee performance are punctuality and work quantity, which have an average value above 4.00. The punctuality indicator has the highest average value, namely 4.16; the work quantity indicator is 4.12; the work quality indicator is 3.92, and the indicator with the lowest average is cost of 3.81.

The employee performance variable with the punctuality indicator has the highest average value of 4.16, which was obtained for the statement item arriving and leaving on time at 4.27 in the first place, the statement of being able to work optimally throughout working hours at 4.25 in the second place, and the statement completing the work on time of 3.96 in third place. The work quantity indicator has an average value of 4.12, which is obtained from the statement item of being able to adapt and analyze every job at 4.15 in the first place and the statement that the severity of problems that arise can be resolved quickly at 4.07 in the second place.

The quality of work indicator has an average value of 3.92, which is obtained from the statement item using the ability to complete work of 4.23 in the first place, the statement of problems that arise being resolved quickly 4.05 in the second place, and the statement of doing different things from time to time of 3.95 in third place. The cost indicator for the employee performance variable has an average value of 3.81, obtained from the statement item carrying out activities based on a set budget of 4.03 in the first place and the statement of carrying out duties and responsibilities of 3.60 in the second place.

First, the quantity of work in the Lumajang Regency government office is carried out in accordance with being able to adapt and analyze the work in the Lumajang Regency government office. This is shown by the average value of 4.15, more significant than 4.12, which is the average value of the work quantity indicator and is considered to represent work quantity in forming the employee performance construct. Problems that arise can be resolved quickly and have an average value of 4.07, which is inappropriate and cannot reflect the work quantity indicators in the Lumajang Regency government office because it is below the average indicator.

Second, the quality of work in the Lumajang Regency government office is affected by problems that arise and are resolved quickly. Skills are used when working at the Lumajang Regency government office. This is shown by the average values of 4.23 and 4.05, which is more significant than 3.92, which is the average value of the work quality indicator and is considered to represent work quality in shaping employee performance. Doing different things from time to time has an average value of 3.95, which is inappropriate and cannot reflect the indicators of work quality in the Lumajang Regency government office because it has a value below the average indicator.

Third, punctuality in the Lumajang Regency government office is achieved by working optimally and arriving and leaving on time at the Lumajang Regency government office. This is shown by the average values of 4.27 and 4.25, which correspond to the average value of the punctuality indicator and represent punctuality in shaping employee performance in the Lumajang Regency government office. Completing work on time has an average value of 3.96, which is inappropriate and does not reflect the punctuality indicators in the Lumajang Regency government office because it is below the average indicator.

Fourth, costs in the Lumajang Regency government office are carried out by organizational activities based on the budget of the government offices. This is shown by the average value of 4.03, which is the average value of the cost indicator and is considered to represent the costs in shaping employee performance in the Lumajang Regency government office. Carrying out duties and responsibilities by the budget has an average value of 3.60, where this value is not appropriate and cannot reflect the cost indicators in Lumajang Regency government office because it has a value below the average indicator.

#### **4. CONCLUSION**

The research results show that leaders with openness, availability, and accessibility reflect the inclusive leadership of civil servants in the Lumajang district. Organizational culture includes innovation, taking into account risks, paying attention to details, being results-oriented, team-oriented, aggressive in work, and steadiness/stability. Employee performance is reflected by quantity, quality, time, and costs.

The research results, and conclusions presented above have several theoretical and practical implications, as well as implications for future research for Theoretics; the results of research on employee performance, which is influenced by inclusive leadership and employee organizational culture, can expand and deepen the development of knowledge in the field of human resources in building theories of human behavior that are used to understand organizational commitment in improving the performance of public sector employees.

For Regional Apparatus Organizations as input to the Leadership of the Lumajang Regency Government Regional Apparatus Organization, especially the HR department, inclusive leadership factors, organizational culture, and organizational commitment influence employee performance.

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