

Analysis of Leadership Style, Personality, and Organizational Culture on Employee Performance at the Department of Community and Village Empowerment of Langkat Regency

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Abstract

This study aimed to determine the influence of leadership style, personality, and organizational culture on employee performance at the Office of Community and Village Empowerment of Langkat Regency. The population of this study consisted of all 74 civil servants working at the agency, and the same number, 74 employees, were taken as respondents. The sampling technique used was saturated sampling. This research was conducted in 2025. The study employed quantitative primary data collected through questionnaires and processed using SPSS 24.0 with a multiple linear regression model. The results showed that leadership style, personality, and organizational culture, both partially and simultaneously, had a positive and significant effect on employee performance at the Office of Community and Village Empowerment of Langkat Regency. Organizational culture was found to be the most dominant variable influencing employee performance, with the highest regression coefficient value of 0.522. The proposed hypotheses H1, H2, H3, and H4 were proven true and accepted, as all were consistent with the research findings. Approximately 94.3% of employee performance could be explained by leadership style, personality, and organizational culture, while the remaining percentage was influenced by other factors. Employee performance had a very strong correlation with leadership style, personality, and organizational culture, indicated by an R-value of 0.972.

Keywords: Leadership Style, Personality, Organizational Culture, Employee Performance.

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Introduction

The Department of Community and Village Empowerment of Langkat Regency plays a strategic role in the planning, implementation, and evaluation of village development policies, particularly in the areas of community empowerment, institutional strengthening, and capacity building of village officials [1]. This agency acts as both a facilitator and regulator. It promotes village self-reliance through the management of local potential, community economic development, and the transparent, accountable, and participatory utilization of village funds [2]. Furthermore, the agency provides guidance to the Village Consultative Body and other community institutions to ensure they effectively perform their representative, aspirational, and supervisory functions over village governance [3].

Employee performance plays a crucial role in determining the success of programs and public services at the Department of Community and Village Empowerment of Langkat Regency. Employees who possess strong competence, discipline, and motivation contribute significantly to the effectiveness of task implementation, from planning to monitoring community empowerment activities [4]. Optimal performance reflects the professionalism and organizational capability to achieve village development goals, while poor performance can hinder the achievement of the institution's strategic objectives [5].

Observations indicate that employee performance still faces several challenges, such as inconsistencies between work results and standard procedures, delays in administrative completion, and inefficient budget utilization. The supervision system has not been fully effective, as reflected by weak control over field activities and insufficient coordination among employees. These issues impact the effectiveness of village empowerment programs and highlight the importance of improving leadership style, personality traits, and organizational culture to enhance overall staff performance.

Based on the Employee Performance Target (SKP) evaluations over the past three years, a considerable number of civil servants (ASN) have not yet achieved the "Good" or "Very Good" performance targets as defined by SKP regulations (Government Regulation No. 30 of 2019 and Ministerial Regulation No. 8 of 2021), which state that employee performance is considered good or very good if the SKP target achievement exceeds 76% [6]. The data on SKP performance achievement for ASN employees at the Department of Community and Village Empowerment of Langkat Regency over the past three years are presented in the following table:

Table 1. Employee Performance Target (SKP) Achievement Data

Year	Total ASN	ASN Meeting SKP Target ($\geq 76\%$)	Percentage	ASN Not Meeting SKP Target ($< 76\%$)	Percentage
2022	78	54	69.23%	24	30.77%
2023	75	59	78.67%	16	21.33%
2024	74	62	83.78%	12	16.22%

Berdasarkan data kinerja ASN Dinas Pemberdayaan Masyarakat dan Desa Kabupaten Based on the performance data of civil servants (ASN) at the Department of Community and Village Empowerment of Langkat Regency over the past three years, there has been noticeable variation in performance achievements. In 2021, 69.23% of civil servants met their Employee Performance Target (SKP), while 30.77% did not. This condition improved in 2022, with the percentage of civil servants meeting their targets increasing to 78.67%, indicating progress in work effectiveness and discipline. In 2023, performance achievement rose again to 83.78%; however, 16.22% of civil servants still failed to meet the target, suggesting ongoing challenges in maintaining consistent performance levels. Overall, most civil servants have met the established performance standards, although these fluctuations highlight the need to strengthen

organizational culture, enhance work competence, and improve work discipline to achieve more stable performance outcomes in the future.

The indicators contained in the Employee Performance Target (SKP), work results, punctuality, time utilization, and work efficiency are formally regulated under Government Regulation of the Republic of Indonesia Number 30 of 2019 concerning the Performance Assessment of Civil Servants [6]. Based on these indicators, the detailed achievement of performance targets among civil servants at the Department of Community and Village Empowerment of Langkat Regency is presented in the following table:

Table 2. Achievement Data of Employee Performance Targets Based on SKP Indicators

Year	Performance Indicator	Meeting Target	Not Meeting Target	Percentage Meeting Target (%)	Percentage Not Meeting Target (%)
2022	Work Results	64	14	82.05%	17.95%
	Punctuality	62	16	79.49%	20.51%
	Time Utilization	66	12	84.62%	15.38%
	Work Efficiency	63	15	80.77%	19.23%
2023	Work Results	65	10	83.33%	16.67%
	Punctuality	64	11	82.05%	17.95%
	Time Utilization	67	8	85.90%	14.10%
	Work Efficiency	65	10	83.33%	16.67%
2024	Work Results	66	8	84.62%	15.38%
	Punctuality	65	9	83.33%	16.67%
	Time Utilization	68	6	87.18%	12.82%
	Work Efficiency	66	8	84.62%	15.38%

Based on the Employee Performance Target (SKP) data over the past three years involving 68 civil servants of the Department of Community and Village Empowerment of Langkat Regency, there has been a consistent upward trend in performance each year. For the work result indicator, the percentage of employees meeting the target increased from 82.05% in 2022 to 84.62% in 2024, reflecting an improvement in employees' ability to achieve established goals. Punctuality also improved from 74.49% to 83.33%, indicating enhanced work discipline. Meanwhile, time utilization and work efficiency both rose to above 84%, demonstrating better time management and resource utilization. Overall, these achievements indicate positive progress in civil servant performance, although some employees still have not reached the optimal target [6].

The results of the pre-survey involving 20 employees indicated several performance-related issues. A total of 70% of respondents stated that work outcomes were still below standard, 60% reported that targets had not been achieved, and 70% admitted that task completion was often delayed. In addition, 75% of respondents assessed that budget utilization was still inefficient. These findings suggest that employee work quality needs improvement, particularly in terms of timeliness, cost efficiency, and adherence of work results to established procedures.

The results of observations and the pre-survey revealed that the leadership style at the Department of Community and Village Empowerment of Langkat Regency still faces several challenges that affect employee work effectiveness. A total of 65% of respondents stated that leaders rarely consider subordinates' input before making decisions, indicating a lack of participative leadership. In terms of communication, half of the employees reported that instructions from leaders were not conveyed consistently, resulting in misinterpretations during task execution. Furthermore, 65% of respondents believed that leaders had not been optimal in providing encouragement and recognition, which affected employee motivation. Employee empowerment also remained limited, as leaders rarely involved staff in training or decision-making processes. This condition reflects the need to improve leadership quality so that organizational direction becomes clearer and more goal-oriented.

Based on observations and the pre-survey conducted among employees of the Department of Community and Village Empowerment of Langkat Regency, it was found that aspects of employee personality still require attention, as they significantly influence organizational work effectiveness. A total of 60% of employees tended to be introverted in interactions, which hinders communication and teamwork. In terms of friendliness and conscientiousness, more than half of the respondents believed that employees were not yet cooperative and often lacked accuracy in completing administrative tasks, which could lead to procedural errors. Moreover, 70% of employees reportedly had difficulty controlling their emotions when facing work pressure. This condition indicates that emotional stability and individual discipline have not yet been optimized to support overall organizational performance.

Based on the results of observations and the pre-survey, it was found that the organizational culture within the Department of Community and Village Empowerment of Langkat Regency has not yet been fully established. A total of 70% of employees stated that the leaders' behavior did not reflect good role modeling, which affected subordinates' discipline and work enthusiasm. Additionally, most employees did not fully understand the organization's vision and mission, causing program implementation to deviate from the institution's strategic direction. About 65% of employees also stated that opportunities to participate in training were still limited, resulting in a low ability to adapt to policy changes. This condition is further exacerbated by a weak culture of innovation and low work motivation, as most employees have not been encouraged to be creative or actively participate in improving organizational performance.

Many aspects can influence employee performance, both in terms of results and work behavior [7]. These factors include competence and skills, level of knowledge, job design, individual character, work motivation, leadership role, leadership style, organizational culture, job satisfaction, work environment conditions, loyalty to the institution, professional commitment, and discipline in performing duties [7].

If the issues related to leadership style, personality, and organizational culture at the Department of Community and Village Empowerment of Langkat Regency are not addressed promptly, they will negatively impact employee performance. A lack of participative leadership, ineffective communication, and weak motivation and empowerment can reduce trust and morale. Meanwhile, unstable personality traits and a weak organizational culture will hinder cooperation, decrease innovation, and reduce the effectiveness of program implementation.

Research Methodology

This study applies an associative method with a quantitative approach aimed at examining and proving the existence of relationships and influences between independent and dependent variables based on quantitative data collected through questionnaires [8]. The research was conducted at the Department of Community and Village Empowerment of Langkat Regency, located at Jalan K.H. Wahid Hasyim No. 3, Stabat, North Sumatra.

The research population included all 74 State Civil Apparatus (ASN), consisting of 58 Civil Servants and 16 Government Employees with Work Agreements, all of whom were used as the research sample. The collected data were then processed using SPSS software version 24.0 with multiple linear regression analysis. The testing process included validity, reliability, classical assumption tests, as well as hypothesis testing using t-test, F-test, and the coefficient of determination [9][10].

Table 3. Research Variables

Variable	Definition	Indicator	Scale
Leadership Style (X ₁)	An approach used to understand the success of leadership by focusing on what the leader does [11].	Decision-Making Ability, Communication Skills, Motivation Ability, Subordinate Empowerment Ability, and Conflict Management Skills [11].	Likert
Personality (X ₂)	The integration of all individual characteristics into a unique unity that determines and is modified by their efforts to adapt to a constantly changing environment [12].	Extraversion, Agreeableness, Conscientiousness, and Emotional Stability [12].	Likert
Organizational Culture (X ₃)	A philosophy based on a worldview of values that become traits, habits, and driving forces that are ingrained in the life of a community or organization, reflected through attitudes, behaviors, beliefs, ideals, opinions, and actions manifested in work [13].	Leader Behavior, Prioritizing the Organization's Mission, Learning Process, and Motivational Culture [13].	Likert
Employee Performance (Y)	The result of task implementation and work behavior achieved within a certain period [7].	Work Quality, Work Quantity, Timeliness, Cost Efficiency, Supervision Effectiveness, and Inter-Employee Relations [7].	Likert

Results

4.1 Analysis of Respondents' Answers on Leadership Style (X₁)

The results of the study show that all indicators of the leadership style variable fall into the “good” category. Leaders were assessed as being capable of making strategic decisions accurately and participatively (mean = 4.16), communicating clearly and openly (mean = 3.96–4.03), and effectively motivating employees to achieve work targets (mean = 4.00–4.08). In addition, leaders were also found to provide trust and opportunities for subordinates' self-development (mean = 4.13–3.95) and were able to manage conflicts fairly and harmoniously (mean = 4.12–4.05). These findings indicate that the leadership style at the Department of Community and Village Empowerment of Langkat Regency is considered effective and supports the improvement of employee performance.

4.2 Analysis of Respondents' Answers on the Personality (X₂)

The research results indicate that all indicators of the Personality variable fall into the “good” category. Employees demonstrated a high level of extraversion (mean = 4.07–4.16), reflected in their openness and self-confidence in communication. The agreeableness indicator (mean = 4.07–4.15) shows cooperative collaboration and mutual respect among employees. The conscientiousness indicator (mean = 4.04–4.15) illustrates accuracy and discipline in performing tasks, while the emotional stability indicator (mean = 4.10–4.07) reflects the ability to control emotions and maintain composure at work. These findings indicate that the Personality of employees at the Department of Community and Village Empowerment of Langkat Regency is generally good, reflecting professionalism, accuracy, effective communication, and emotional stability in carrying out their duties.

4.3 Analysis of Respondents' Answers on the Organizational Culture (X₃)

The research results show that all indicators of Organizational Culture are categorized as good. The leadership behavior indicator (mean = 4.03–4.20) demonstrates that leaders serve as role models and are consistent in enforcing regulations. The indicator of love for work (mean = 4.15–4.11) reflects employees' commitment to the organization's mission. The learning process indicator (mean = 4.19–4.16) shows that leadership provides support and adequate training opportunities. Meanwhile, the motivational culture indicator (mean = 4.22–3.95)

reflects encouragement for innovation and recognition of performance. These findings indicate that the Organizational Culture at the Department of Community and Village Empowerment of Langkat Regency is positive and supports improvements in employee motivation, competence, and loyalty.

4.4 Analysis of Respondents' Answers on the Employee Performance (Y)

The results of the study show that Employee Performance at the Department of Community and Village Empowerment of Langkat Regency is good across all indicators. The work quality indicator achieved a mean of 3.99–4.11, reflecting accuracy and compliance with procedures. The work quantity indicator (mean = 3.95–4.12) shows employees' ability to meet targets and handle workloads. Timeliness (mean = 4.15–4.18) reflects employee discipline in completing tasks on schedule. Cost efficiency (mean = 4.08–4.12) indicates prudent and targeted use of resources. Supervision effectiveness (mean = 4.09–4.15) shows adherence to supervisors' directions, while inter-employee relations (mean = 4.11–4.14) demonstrate cooperation and harmonious communication. These findings indicate that Employee Performance is very good, as all indicators show a high level of responsibility, discipline, efficiency, and collaboration in task execution.

4.5 Data Quality Test (Validity and Reliability Test)

Table 4. Results of Validity and Reliability Tests

Leadership Style (X ₁)		Personality (X ₂)		Organizational Culture (X ₃)		Employee Performance (Y)		r _{kritis}	Conclusion
Symbol	r _{hitung}	Symbol	r _{hitung}	Symbol	r _{hitung}	Symbol	r _{hitung}		
X _{1-1,1}	0.664	X _{2-1,1}	0.679	X _{3-1,1}	0.639	Y _{1-1,1}	0.598	0.3	Valid
X _{1-1,2}	0.573	X _{2-1,2}	0.709	X _{3-1,2}	0.566	Y _{1-1,2}	0.580	0.3	Valid
X _{1-2,1}	0.623	X _{2-2,1}	0.766	X _{3-2,1}	0.733	Y _{1-2,1}	0.567	0.3	Valid
X _{1-2,2}	0.747	X _{2-2,2}	0.669	X _{3-2,2}	0.827	Y _{1-2,2}	0.558	0.3	Valid
X _{1-3,1}	0.729	X _{2-3,1}	0.709	X _{3-3,1}	0.614	Y _{1-3,1}	0.885	0.3	Valid
X _{1-3,2}	0.846	X _{2-3,2}	0.850	X _{3-3,2}	0.624	Y _{1-3,2}	0.603	0.3	Valid
X _{1-4,1}	0.857	X _{2-4,1}	0.641	X _{3-4,1}	0.822	Y _{1-4,1}	0.889	0.3	Valid
X _{1-4,2}	0.533	X _{2-4,2}	0.815	X _{3-4,2}	0.842	Y _{1-4,2}	0.713	0.3	Valid
X _{1-5,1}	0.761	-	-	-	-	Y _{1-5,1}	0.692	0.3	Valid
X _{1-5,2}	0.796	-	-	-	-	Y _{1-5,2}	0.837	0.3	Valid
-	-	-	-	-	-	Y _{1-6,1}	0.638		
-	-	-	-	-	-	Y _{1-6,2}	0.666		
Cronbach's Alpha		Cronbach's Alpha		Cronbach's Alpha		Cronbach's Alpha		Reliability Conclusion	
0.923		0.918		0.909		0.925		Reliable	

The validity test results show that all questionnaire items for each variable have r-calculated values greater than the r-critical value (0.3), indicating that the instruments and data used meet the validity criteria [8]. The Cronbach's Alpha values for all variables exceed 0.7, signifying that the data are reliable and consistent for each variable [9].

4.6 Classical Assumption Tests (Normality, Multicollinearity, and Heteroscedasticity)

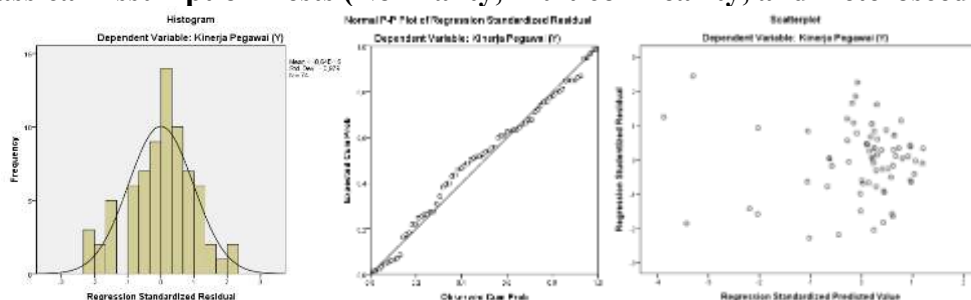


Figure 1. Histogram, P-P Plot, and *Scatterplot*

The histogram graph shows a residual distribution forming a bell-shaped pattern (normal curve). The mean value is close to zero, and the standard deviation is small, indicating that the residuals are symmetrically distributed around the mean. This suggests that the data meet the normality assumption well [10].

The P-P Plot graph displays 74 data points scattered around the diagonal line, indicating that the residual distribution follows a normal distribution. There are no extreme deviations from the diagonal line, thus it can be concluded that the regression model satisfies the normality assumption [14].

The scatterplot graph shows 74 residual points distributed randomly without forming any specific pattern. This random pattern indicates that the regression model meets the heteroscedasticity assumption, meaning that the residual variance is constant and the relationship between the independent and dependent variables is linear [15].

Table 5. Results of Multicollinearity Test and Glejser Test

<i>Coefficients^a</i>					
<i>Model</i>		<i>Collinearity Statistics</i>		<i>Sig.</i>	<i>Conclusion</i>
		<i>Tolerance</i>	<i>VIF</i>		
1	(Constant)			0,000	There are no multicollinearity problems and no symptoms of heteroscedasticity
	Leadership Style (X ₁)	0.213	4.686	0.135	
	Personality (X ₂)	0.175	5.712	0.262	
	Organizational Culture (X ₃)	0.232	4.304	0.083	
a. <i>Dependent Variable:</i> Employee Performance (Y)				a. <i>Dependent Variable:</i> Absolute Residual	

Based on the results of the multicollinearity test, all independent variables have tolerance values above 0.10 and VIF values below 10. Therefore, it can be concluded that there are no symptoms of multicollinearity among the independent variables, indicating no significant correlation or similarity between them [8][16].

The Glejser test results show that each variable has a significance (sig.) value greater than 0.05, indicating that there are no symptoms of heteroscedasticity for any of the independent variables [9][10].

Table 6. Multiple Linear Regression Analysis and t-Test (Partial)

Model	Coefficients ^a			t _{hitung}	t _{tabel}	Sig.	Conditions of Sig.	Effect
	Unstandardized Coefficients		Standardized Coefficients					
	B	Std. Error	Beta					
1 (Constant)	2.150	1.383		1.554		0.125		
Leadership Style (X ₁)	0.399	0.066	0.364	6.013	1.994	0.000	Sig < 0.05	Positive & Significant
Personality (X ₂)	0.419	0.095	0.295	4.420	1.994	0.000	Sig < 0.05	
Organizational Culture (X ₃)	0.522	0.083	0.364	6.274	1.994	0.000	Sig < 0.05	
a. Dependent Variable: Employee Performance (Y)								

The results of the multiple linear regression analysis using SPSS 24.0 show that the constant value of Employee Performance (Y) is 2.150, while the regression coefficient values are 0.399 for Leadership Style (X₁), 0.419 for Personality (X₂), and 0.522 for Organizational Culture (X₃). Based on these results, the obtained regression equation is as follows [9]:

$$Y = 2.150 + 0.399X_1 + 0.419X_2 + 0.522X_3 + e$$

If all independent variables are equal to zero, Employee Performance will still have a baseline value of 2.150 [10]. Each one-unit increase in Leadership Style (X₁) will increase Employee Performance (Y) by 0.399 units, meaning that the better the Leadership Style, the

higher the Employee Performance [17][18]. Furthermore, a one-unit increase in Personality (X2) will improve performance by 0.419 units, indicating that a positive Personality contributes to better performance [19][20]. Meanwhile, Organizational Culture (X3) has the greatest influence, as a one-unit increase in this variable will enhance performance by 0.522 units [21][22].

All three independent variables are concluded to have a positive influence on Employee Performance because their regression coefficients are positive [10]. Organizational Culture (X3) is identified as the most dominant factor affecting Employee Performance, as it has the highest regression coefficient value (0.522) compared to other variables [23][24].

The t-table value was obtained using the degree of freedom formula ($df = n - k = 74 - 4 = 70$), resulting in 1.994 based on the command =TINV(0.05;70) in Microsoft Excel [24]. The results of the t-test (partial test) show that the Leadership Style variable (X1) has a t-count value of $6.013 > t\text{-table } 1.994$ with a significance level of $0.000 < 0.05$, indicating a positive and significant influence of Leadership Style on Employee Performance [25].

The Personality variable (X2) also shows a positive and significant influence on Employee Performance (Y), with a t-count value of $4.420 > t\text{-table } 1.994$ and a significance level of $0.000 < 0.05$, indicating a positive and significant effect of Personality on Employee Performance [26][27].

The Organizational Culture variable (X3) has a t-count value of $6.274 > t\text{-table } 1.994$ with a significance level of $0.000 < 0.05$, which also means that Organizational Culture has a positive and significant effect on Employee Performance at the Department of Community and Village Empowerment of Langkat Regency [28][29].

Based on these three results, all independent variables significantly influence Employee Performance. Among them, Organizational Culture (X3) is again proven to be the most dominant variable affecting Employee Performance, as it has the highest t-count value of 6.274, indicating that Organizational Culture plays the strongest role in improving Employee Performance [8][9][24].

Table 7. Results of the F Test (Simultaneous) and Determination Test

		ANOVA ^a				Model Summary ^b		
<i>Model</i>	<i>df</i>	<i>F_{hitung}</i>	<i>F_{tabel}</i>	<i>Sig</i>	<i>Conditions of Sig.</i>	<i>Effect</i>	<i>R</i>	<i>Adjusted R Square</i>
1 Regression	3							
Residual	70	403.027	2.736	0.000 ^b	< 0.05	Signifikan	0.972 ^a	0.943
Total	73							

a. *Dependent Variable:* Employee Performance (Y)
b. *Predictors:* (Constant), Leadership Style (X₁), Personality (X₂), Organizational Culture (X₃)

The results of the F-test (simultaneous test) show a significance value of $0.000 < 0.05$ and an F-count of $403.027 > F\text{-table } 2.736$ ($df_1 = 3$, $df_2 = 70$) [30]. The F-table value was obtained using the command =FINV(0.05;3;70) in Microsoft Excel [10][24]. Therefore, H_a is accepted, and H_o is rejected. This means that Leadership Style (X1), Personality (X2), and Organizational Culture (X3) simultaneously have a positive and significant effect on Employee Performance (Y) at the Department of Community and Village Empowerment of Langkat Regency [31].

The adjusted R Square value of 0.943 indicates that 94.3% of the variation in Employee Performance is explained by Leadership Style, Personality, and Organizational Culture, while the remaining 5.7% is influenced by other factors [8][9]. The R value of 0.972 shows a very strong relationship between the three independent variables and Employee Performance, as it falls within the range of 0.8–0.99 [23][24].

Discussion

4.8 The Effect of Leadership Style (X1) on Employee Performance (Y)

The results of the study indicate that Leadership Style has a positive and significant effect on Employee Performance at the Department of Community and Village Empowerment (Dinas Pemberdayaan Masyarakat dan Desa) of Langkat Regency. Based on the t-test results, the t-value obtained was 6.013, which is greater than the t-table value of 1.994, with a significance level of 0.000 (< 0.05) [17].

This confirms that the research hypothesis is accepted, meaning that an improvement in Leadership Style will be followed by an increase in Employee Performance [5][18]. This finding is consistent with the opinions of Kasmir and previous studies, which state that Leadership Style is an important determinant of Employee Performance [7][4][5][17][18][25].

An effective Leadership Style includes the ability to make decisions, communicate, motivate, empower subordinates, and manage conflicts [11]. At the Dinas PMD Langkat, the leader's ability to make quick and accurate decisions provides clear work direction and enhances time efficiency and work quality. Open communication strengthens cross-department coordination, reduces errors, and increases employees' confidence [5].

Furthermore, the ability to motivate and empower subordinates increases employees' commitment and independence in carrying out work programs [4]. The leader's ability to manage conflicts also maintains a harmonious work atmosphere and strengthens teamwork among employees [32]. Therefore, the better the implementation of Leadership Style, the more optimal Employee Performance will be in achieving organizational goals [18][25].

4.9 The Effect of Personality (X2) on Employee Performance (Y)

The results of the study show that Personality has a positive and significant effect on Employee Performance at the Department of Community and Village Empowerment (Dinas Pemberdayaan Masyarakat dan Desa) of Langkat Regency. Based on the t-test results, the t-value obtained was 4.420, which is greater than the t-table value of 1.994, with a significance level of 0.000 (< 0.05) [33].

This confirms that the research hypothesis is accepted, meaning that the better the employee's Personality, the higher their performance level. This finding is consistent with the opinions of Kasmir and the research conducted by Putri et al. (2025), Wirawan et al. (2025), and Safitri (2024), which state that Personality is an important factor in shaping individual performance [7][19][20][26][33][34].

Personality plays a role in determining work behavior, adaptability, and the quality of social interactions in the workplace [34]. The four main dimensions of Personality—extraversion, agreeableness, conscientiousness, and emotional stability—make a tangible contribution to improving performance [12]. Employees with high levels of extraversion show initiative, communication confidence, and networking ability that facilitate work coordination [33]. A friendly attitude fosters a harmonious work environment, strengthens teamwork, and reduces potential internal conflicts [20].

Conscientiousness supports administrative accuracy and adherence to procedures, thereby improving work precision and efficiency [26]. Meanwhile, emotional stability helps employees remain calm under pressure and maintain focus at work [19]. Overall, positive Personality traits create a conducive work environment, enhance collaboration among employees, and support the effective and sustainable achievement of organizational goals [12][33].

4.10 The Effect of Organizational Culture (X3) on Employee Performance (Y)

The research results show that Organizational Culture has a positive and significant effect on Employee Performance at the Department of Community and Village Empowerment (Dinas Pemberdayaan Masyarakat dan Desa) of Langkat Regency. The calculated t-value of 6.274 is greater than the t-table value of 1.994, with a significance value of 0.000, which is less than 0.05 [21].

This confirms that the research hypothesis is accepted, meaning that the better the Organizational Culture, the higher the Employee Performance [22]. This finding supports the

opinion of Kasmir, who states that Organizational Culture is an important factor influencing Employee Performance [7]. The results are also consistent with previous studies showing that organizational variables have a positive and significant correlation with performance improvement [21][22][27][28][29].

The four indicators of Organizational Culture that affect performance are leadership behavior, organizational mission orientation, learning processes, and motivational culture [13]. Leadership behavior fosters exemplary conduct and work discipline [32]. Emphasizing the organizational mission directs employee actions toward measurable strategic goals [22]. The learning process enhances technical, adaptive, and collaborative abilities in performing duties [29]. Meanwhile, a motivational culture that emphasizes rewards and recognition fosters innovative spirit and collective responsibility [28].

The combination of these four aspects creates a work environment that is disciplined, results-oriented, and adaptive to change [13]. A strong Organizational Culture fosters alignment between individual values and institutional goals, leading to improved work quality, time efficiency, and employee productivity in supporting community empowerment programs and strengthening village governance [27].

4.11 The Simultaneous Effect of the Three Variables on Employee Performance (Y)

The research results show that Leadership Style, Personality, and Organizational Culture simultaneously have a positive and significant effect on Employee Performance at the Department of Community and Village Empowerment (Dinas Pemberdayaan Masyarakat dan Desa) of Langkat Regency [7]. The calculated F-value of 403.027 is greater than the F-table value of 2.736, with a significance level of 0.000, indicating that the hypothesis is accepted [24]. This means that improvements in Leadership Style, Personality, and Organizational Culture collectively enhance Employee Performance. This finding aligns with Kasmir's statement that Employee Performance is influenced by several factors, such as leadership, Personality, motivation, and Organizational Culture [7].

These three variables interact with one another to form an organizational behavior structure that influences various performance dimensions [7]. Leadership Style provides direction and guidance, Personality determines individual attitudes at work, and Organizational Culture establishes collective norms that regulate behavior [5][34][22]. The interaction among these variables results in improved work quality, productivity, time efficiency, and coordination among employees. Communicative and assertive leadership ensures clear work standards, while a stable and conscientious Personality supports accuracy and responsibility [32]. An Organizational Culture that promotes learning and recognition strengthens the drive to improve competence and performance [27].

Organizational Culture is the most dominant factor because it operates at a systemic and collective level. Culture determines the values, norms, and habits that influence both leadership decisions and individual behaviors over time [21]. At the Dinas PMD Langkat, a work culture that emphasizes learning, recognition, and procedural compliance creates a stable and productive environment. When the organization provides room for innovation and training, employees with positive Personality traits and communicative leaders can channel their abilities more effectively. Organizational Culture also reinforces social mechanisms such as cooperation, appreciation, and continuous evaluation [22]. Therefore, within regional government bureaucracy, Organizational Culture functions as the foundation that unites individual values and leadership direction into consistent, efficient, and result-oriented work practices [27][28][29].

Conclusion

The research results indicate that Leadership Style, Personality, and Organizational Culture have a positive and significant effect on Employee Performance at the Department of

Community and Village Empowerment (Dinas Pemberdayaan Masyarakat dan Desa) of Langkat Regency, both partially and simultaneously. These three variables collectively enhance the effectiveness and quality of employee performance. Among them, Organizational Culture has the most dominant influence on Employee Performance, as it plays a crucial role in shaping behavior, values, and collective work patterns that drive the achievement of organizational goals.

The Management of the Community and Village Empowerment Office of Langkat Regency is advised to strengthen leaders' strategic decision-making abilities through leadership training focused on situational analysis and rapid responses. Leaders should involve their work teams in decision-making to enhance task direction, increase accountability, and improve overall work effectiveness. Employees are encouraged to manage their emotions effectively when facing job pressures to maintain stable performance. In addition, employees should observe whether leaders consistently apply regulations to all staff. The management is also advised to reinforce work discipline so that every employee can complete assigned workloads consistently and meet established performance targets.

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