

THE INFLUENCE OF ENTREPRENEUR LEADERSHIP AND ORGANIZATIONAL CULTURE ON THE PERFORMANCE OF THE STATE CIVIL APPARATUS

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ARTICLE INFO

Keywords:

Entrepreneur Leadership,
Organizational Culture, Employee
Performance, State Civil
Apparatus

ABSTRACT

The purpose of this research is to determine the extent to which leadership style and cultural norms at the Department of Population and Civil Registry of Pekanbaru City have an impact on the level of employee performance there. Descriptive statistical analysis, which takes a quantitative approach, is the method of analysis that was utilized in this particular piece of research. Through the use of questionnaires and surveys, as well as the selection of respondents at random from the total population, a total of 54 individuals provided responses. The data from the respondents were put through several statistical data processing steps before the hypothesis was put to the test. These steps included checking the validity and reliability of the data, which included making assumptions about things like normality, homoscedasticity, and multicollinearity. After that, continue with the analysis of multiple linear regressions and the t test. In addition, based on the findings of the statistical analysis, the following results were obtained: that the influence of entrepreneurial leadership factors and organizational culture had a positive and significant effect on employee performance.

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1. INTRODUCTION

Discussions about public services always grab the attention of the public, this is because public services are part of the community's needs for their country (Firdaus & Iswahyudi, 2010), so the aspiration to realize public services that really perform at service is a necessity to be realized (Anggara, 2014). Performance in the context of organizational studies finds urgency because it will greatly impact the continuity of an organization, so organizations that are referred to as social units whose existence will be assessed on their performance achievements are no exception to government organizations that provide public services (Sutrisno, 2019).

Public services are defined by the Indonesian government in Government Regulation (PP) Number 96 of 2012 as "any activity or series of activities undertaken for the purpose of providing goods, services, or administrative services to the public in accordance with applicable laws and regulations." public (Siti Maryam, 2017). Every state administrative institution established by law to provide public services falls under the umbrella of government organizations/institutions with a mandate to provide public services (Nuriyanto, 2014).

Government organizations/agencies in Indonesia that provide public services are regulated in at least two laws, which divide the authority of central and local government services (Hardiansyah, 2015). Law Number 39 of 2008 concerning State Ministries regulates central government organizations that provide public services, while on a smaller scale local government public services are regulated in Law Number 23 of 2014 concerning Regional Government.

One such public service provider is the Department of Population and Civil Registration, also known as Disdukcapil. In accordance with the principle of autonomy and co-administration, the Department of Population and Civil Registration is responsible for carrying out regional government affairs in the field of population administration (Aos & Riwanti, 2019). Pekanbaru City Disdukcapil is in charge of population administration in accordance with Pekanbaru City

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Regulation No. 7 of 2016 amending Pekanbaru City Regional Regulation No. 6 of 2008 on the same subject. The delay in service completion is 4-10 business days due to the lengthier nature of both the estimated service time and service realization.

As one of the public service providers in Pekanbaru City, the Pekanbaru City Civil Registration Officer is demanded to be able to provide an illustration that the performance of Pekanbaru City Civil Service Civil Service Officers continues to increase from year to year despite being in the era of the COVID-19 pandemic. Therefore, the performance must be maintained or improved. Performance can be understood as achievement in carrying out tasks and abilities in achieving predetermined work goals (Ferdinan & Lindawati, 2021). There are several factors that can increase competitiveness, one of which is leadership. Leadership is an important part in educational organizations, because the ability of leaders to apply their competencies will encourage the progress and development of institutions (Ariyani & Zuhaery, 2021). At least there are several leadership models, one of which is the entrepreneurial leadership model.

Entrepreneurial leadership is a model of leadership that emerges to mobilize workers to achieve the entrepreneurial vision and to lead organizations to develop and explore opportunities, ultimately transforming them into value creation (Renko et al, 2015). This leadership model is viewed as being able to motivate and provide space for innovation and creativity (Leitch & Volery, 2017), as well as deal with vulnerable market situations to maintain the organization's competitive edge (Covin & Miles, 1999). Therefore, entrepreneurial leadership is viewed as effectively capable of enhancing competitiveness and achieving sustainable organizational development by overcoming an uncertain environment (Mishra & Misra, 2017).

In addition to leadership, organizational culture is another factor that determines the performance of City of Pekanbaru Civil and Civil Registration Officers. Organizational culture is a crucial factor in the efficiency of employee performance (Ferdinan & Lindawati, 2021). According to Robbins and Judge (2018), organizational culture is a system applied to organizational members that distinguishes the organization from others. It is believed that organizational culture enhances the competitiveness and performance of employees.

2. LITERATURE REVIEW

Entrepreneur Leadership

Entrepreneurial leadership is the capacity to influence, organize, or lead a group of people to achieve a common objective by exploiting entrepreneurial behavior, seizing opportunities, optimizing risk, assuming responsibility, and managing change in a dynamic environment for organizational growth and development (Fatoni et al. , 2021). In addition, entrepreneurial leadership is a transformation of leaders' various training, education, individual and social competencies (Komariah, 2017). Entrepreneurial leadership focuses on concepts and ideas related to individual behavior problems, such as decision makers, problem solvers, risk takers, strategic initiatives, and visionaries (Anggriani & Kistyanto, 2021). Indicators of entrepreneurial leadership include the following: ability to motivate, achievement orientation, creativity, flexibility, persistence, risk-taking, and visionary (Fatoni et al., 2021).

Organizational culture

Organizational culture is one of the keys to the effectiveness of the performance of workers (Ferdinan & Lindawati, 2021). Robbins and Judge (2018) reveal that organizational culture can be understood as a system for sharing, which is practiced by every member in the organization that distinguishes it from other organizations. In addition, organizational culture can be interpreted as a norm or value that binds the behavior of members of the organization that describes important things or what is emphasized by the organization in order to regulate the desired behavior of each member of the organization (Irmayanthi & Surya, 2020). Organizational culture is an identity and the main character of an organization that is cared for and maintained. Therefore, a growing and deeply rooted organizational culture will lead the organization and each

member to better growth. Robbins and Judge (2018) identified a number of organizational culture assessment indicators, including: attention to minute or specific details, aggressiveness, team orientation, personal orientation, result orientation, stability, and risk taking.

Performance

Performance can be defined as the output obtained from the evaluation of a job or profession over a given time period (Zeindra & Lukito, 2020). In addition, Armstrong (2014) defines performance as the outcome of a job that contributes to the organization's objectives, customer satisfaction, and economic contribution. Therefore, it can be said that performance is an important aspect of an organization, as performance can serve as a benchmark or measure of organizational members' ability to complete their assigned work (Ferdinan & Lindawati, 2021). Sutrisno (2019) identified several performance evaluation indicators, including discipline, initiative, effectiveness and efficiency, authority and responsibility.

Framework

The conceptual framework in this study is depicted in Figure 1

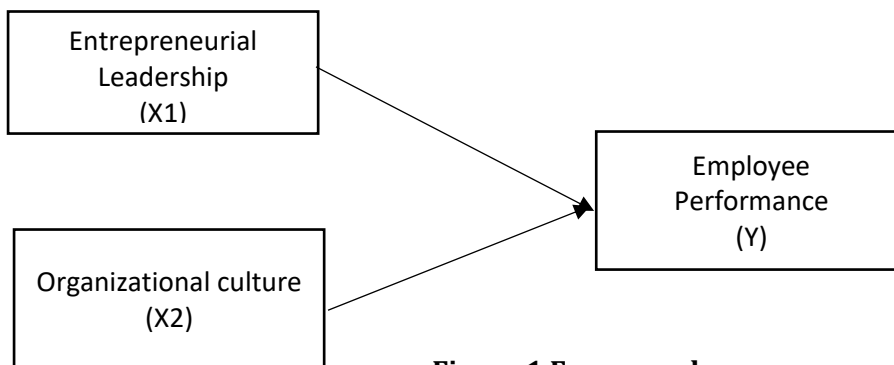


Figure 1 Framework

Hypothesis

H1: It is suspected that the entrepreneurial leadership style has a positive and significant effect on employee performance

H2: It is suspected that organizational culture has a positive and significant effect on employee performance

3. METHOD

This study employs an explanatory research design that explains the relationship between the research variables and the hypothesis being tested. The data utilized is quantitative data, specifically primary data collected through the distribution of questionnaires to ASN employees in the city of Disdukcapil Pekanbaru. In this study, a total sampling technique was used, i.e., because the total population was less than 100, the entire population, which totaled 54 people, was used for the study. The data analysis technique employed the following research instruments: descriptive analysis, validity test, reliability test, normality test, multicollinearity test, heteroscedasticity test, and Multiple Linear Regression analysis utilizing SPSS 23 for Windows.

4. RESULTS AND DISCUSSION

1. Validity test

Through SPSS processing, the corrected Item-Total Correlation value of each question item can be used to determine the validity of each item. A statement item is considered valid if the corrected item's Total Correlation value is greater than 0.300. The results of data processing revealed that the corrected item-to-total correlation value for each statement item from the three

independent and dependent variables exceeded the critical value of 0.300. Thus, it can be concluded that the entire statement item is valid, allowing the data processing to continue with a valid statement.

2. Reliability Test

A questionnaire's reliability as a proxy for some other variable can be evaluated with a reliability test. The reliability test is defined as a battery of additional tests performed to determine whether or not the Cronbach alpha value of valid question items is greater than 0.60.

Table 1 Reliability Test

Variables	Cronbach's Alpha	Critical Values	Conclusion
Entrepreneurial Leadership (X1)	0.916	0.60	Good Reliable
Organizational culture (X2)	0.866	0.60	Good Reliable
Employee Performance (Y)	0.922	0.60	Good Reliable

Source: SPSS Processed Data

On the basis of Table 1, it can be seen that the Cronbach's alpha value for entrepreneurial leadership, organizational culture, and employee performance is greater than 0.60. Therefore, it can be concluded that the valid statement items are trustworthy, allowing the subsequent data processing stage to be executed.

3. Normality test

The Kolmogorov-Smirnov test was used to check for normal distribution as part of the normality test. The result of 0.05 indicates normally distributed data, while a result of 0.5 indicates that the data is not normally distributed. The Kolmogorov-Smirnov (KS) normality test's significance value of $0.751 > 0.05$ indicates that the residual value follows a normal distribution, so we know that the data processing for the normality test was successful.

4. Multicollinearity Test

The purpose of the multicollinearity test is to examine the possibility of correlation between the independent variables in the regression setup. A multicollinearity issue is one in which multiple variables are correlated. The independent variables in a reliable regression model should be unrelated to one another.

Table 2 Multicollinearity Test Results

Variables	Tolerance	VIF	Conclusion
Entrepreneurial Leadership (X1)	0.502	1982	No Multicollinearity
Organizational culture (X2)	0.502	1982	No Multicollinearity

Source: SPSS Processed Data

The tolerance value for Entrepreneurial Leadership and Organizational Culture does not contain a single independent variable with a value less than 0.10, and neither does the VIF value; none of the independent variables has a VIF value greater than 10. On the basis of the description, it is possible to conclude that there is no multicollinearity or that the independent variables in this study do not influence one another, allowing the next stage of data processing to be conducted.

5. Heteroscedasticity Test

In order to determine whether or not the variance of one observation is similar to that of another in a regression model, the Glejser test was employed through the regression of absolute

residual values with independent variables to conduct the heteroscedasticity test. One way to interpret the sig value is to see how close it is to the significance level of 0.05. The table below displays the statistical findings:

Table 3 Heteroscedasticity Test

Variables	T	Sig	Conclusion
Entrepreneurial Leadership (X1)	-0.083	0.931	No Heteroscedasticity
Organizational culture (X2)	0.450	0.651	No Heteroscedasticity

Source: SPSS Processed Data

Based on the output above, it can be seen that from the table above, all variables have no heteroscedasticity symptoms and no heteroscedasticity symptoms occur, because the significant value for decision making for the Glejser test is > 0.05.

6. Multiple Linear Regression Coefficient Test

Using the SPSS software, the following conclusions can be drawn about the impact of entrepreneurial leadership (X1) and organizational culture (X2) on employee performance (Y):

Table 4 Coefficient of Multiple Linear Regression Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std Error	Beta		
1 Constant	1,452	1.214		1.194	.235
Entrepreneurial Leadership	.310	.053	.222	5.705	0.000
Organizational culture	1,520	.072	.808	20,648	0.000

a. Dependent Variable: Employee Performance

Based on table 4 above, the regression equation model can be obtained as follows :

$$Y = 1.452 + 0.310X1 + 1.520X2 + e$$

The regression coefficient of each research variable can be interpreted as follows: The constant value of 1.452 indicates that the value of the dependent variable is 1.452 without the influence of the independent variable. This indicates that if the independent variable (entrepreneurial leadership and organizational culture) has a constant value, the value of the dependent variable (employee performance) is only 1.452%.

The entrepreneurial leadership variable has a positive regression coefficient, indicating that if entrepreneurial leadership increases, employee performance will increase. The positive coefficient indicates a positive correlation between entrepreneurial leadership and employee performance; the more effective the entrepreneurial leadership, the greater the employee performance. The leadership style variable has a regression coefficient of 0.310 units. This indicates that a one-unit increase in entrepreneurial leadership, with all other independent variables held constant, will increase employee performance by 0.310 units.

The organizational culture variable has a positive regression coefficient, indicating that if organizational culture increases, employee performance will increase. The positive coefficient indicates a positive correlation between organizational culture and employee performance; the

better the organizational culture, the greater the employee performance. The organizational culture variable's regression coefficient is 1,520 units. This means that a one-unit increase in organizational culture, assuming the other independent variables remain constant, will result in a 1,520-unit increase in employee performance.

7. Hypothesis Test (t Test)

The purpose of the t-test is to determine the magnitude of the partial effect of each independent variable on the dependent variable. Table 4 displays the outcomes of this test conducted on the SPSS output. Table 4 of the above partial test indicates that entrepreneurial leadership has a positive and significant influence on the dependent variable, employee performance, since the value is 0.000, indicating significance 0.05. The Organizational Culture variable also has a significant impact on employee performance, as its value of $0.000 < 0.05$ is statistically significant.

8. Discussion

a. The Effect of Entrepreneurial Leadership on Employee Performance

The estimation results for the entrepreneurial leadership variable have a significance value of 0.000, in accordance with the test results presented for the hypothesis. There is a significant relationship between entrepreneurial leadership and worker productivity, as the p-value is less than 0.05. As a result, we can draw the conclusion that employees' perceptions of entrepreneurial leadership have a substantial impact on their productivity at Disdukcapil Bandung City. Gunawan (2016), stated that leadership will affect the perception of subordinates and motivate them, by providing clarity of tasks to employees, goals achieved, satisfaction and effective work implementation. Affirmed by Budiharjo (2015), the achievement of an organization's goals is influenced by leadership, which reflects employee performance. Good achievement of ASN performance at Disdukcapil Pekanbaru City is always driven by increased ASN innovation work behavior which is built from the entrepreneurial leadership model (Fatoni et al, 2021). Leaders have their own innovative ways of working that are used to achieve the work they want to achieve. This certainly makes the entrepreneurial leadership model have an influence on performance.

b. The Influence of Organizational Culture on Employee Performance

According to the evidence presented for the hypothesis, the Organizational Culture variable's estimation results have a significance level of 0.000. The significance value is less than 0.05, indicating that organizational culture has a significant influence on performance. Thus, it can be concluded that organizational culture variables experienced by ASN exert a significant influence on the performance of employees at the Department of Population and Civil Registration of Pekanbaru City. According to Xaverius (2016), employees with a strong organizational culture are more committed to the organization than those with a weak culture; therefore, the organization fosters employee commitment through socialization practices and recruitment efforts. A supportive organizational culture contributes to the enhancement of ASN performance. Organizational values, policies, and norms positively influence ASN commitment to work, which in turn positively influences job performance. In order for this positive organizational culture to continue to have a positive impact on employee performance at the Pekanbaru City Population and Civil Registration Office, it must be maintained or enhanced.

5. CONCLUSION

It is possible to draw the following conclusion after reviewing the findings of the research and participating in the subsequent discussion: the Entrepreneurial Leadership Style has a positive and significant effect on the performance of ASN employees working for the Department of Population and Civil Registration of Pekanbaru City. Where it demonstrates that the employees' perceived leadership style is in line with increasing performance as long as they are working on the job at hand. At the Department of Population and Civil Registration of Pekanbaru

City, the organizational culture has a positive and significant effect on the performance of its employees. This indicates that the Department of Population and Civil Registration of Pekanbaru City will improve the performance of its ASN regardless of the organizational culture that is preserved. In this particular research project, leaders were questioned about their ability to offer solutions and specific illustrations of how to take action. In addition, in order for organizations to improve performance, they need to clearly inform the size of success at work, provide rewards for employees who have achievements, and strive to provide facilities that support the employees' performance.

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