Article

The Influence of Leadership Style, Organizational Culture and Organizational Justice on Employee Performance at the Regional Representative Office of Bank Indonesia Jember

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Abstract: This study aims to test and analyze the influence of leadership style , organizational culture and organizational justice partially and simultaneously on the performance of employees of the Bank Indonesia Jember Representative Office. The population in this study were all employees of Bank Indonesia Jember with a sampling technique of saturated sampling technique totaling 42 employees. The analysis method used is multiple linear regression analysis. Based on the results of the data analysis, it shows that partially, leadership style does not have a significant effect on employee performance. However, certain aspects such as decision making, motivation, communication, employee control, and emotional control play an important role. Improvements in this aspect can support performance indirectly. Organizational culture significantly affects employee performance. Self-awareness, aggressiveness, personality, performance, and team orientation play a role in creating a productive work environment. Organizational justice does not significantly affect employee performance. Indicators such as resource allocation, procedural fairness, and personal relationships play an important role. The three variables (leadership style , organizational culture, and organizational justice) together affect employee performance. In addition, the researcher's suggestions for further research are expected to complement the limitations of the researcher's problems such as increasing the number of samples, for example all employees of KpwBI Jember, or adding independent variables to be studied, for example motivation, discipline, workload, occupational health and work life balance.

Keywords: Leadership Style; Organizational Culture; Organizational Justice; Employee Performance

1. Introduction

Human resources (HR) are one of the most important factors and cannot be separated from an organization, whether an institution or a company. Human Resources are also the key that determines the company's development in achieving the company's organizational goals. Therefore, the company organization really needs skilled human resources, good character, have broad insight and are able to work with colleagues and superiors in order to carry out the functions owned by the company. Bank Indonesia is one of the government institutions that has a very large role in the state of the Indonesian economy. The BI Jember Representative Office is an extension of the head office in carrying out its duties. Employee performance is very important in order to contribute to the achievement of company progress, good performance in an organization also depends on the quality of human resources. If the quality of human resources is good, the performance of an organization will also run well, conversely, the quality of human resources that is not or inadequate causes the organization not to run well or healthily. Employee job satisfaction is an important part of the success of an organization because job satisfaction has a significant influence on organizational productivity both directly and indirectly. Thus, employee performance is one component that plays an important role in the success of an organization. There are several factors that can affect the performance of an organization, including a decrease in employee desire to achieve work performance, lack of punctuality in completing work so that they do

not comply with regulations, the influence of the environment or organizational culture that is applied. Companies must be able to manage their employees well so that they can work optimally and feel happy. One thing that companies must consider is organizational commitment. Organizational commitment is an attitude that reflects the extent to which an individual knows and is related to his/her organization. The factors that influence employee organizational commitment are leadership style , organizational culture, and organizational justice.

2. Literature Review

2.1. Employee Performance

Performance is a success that has been achieved by an employee based on the activities carried out by the employee in carrying out his work. According to Paramitadewi in S. Nurwahyuni (2019), Employee Performance is the employee's achievement in completing their work within a specified time period. A company can be said to be successful if the performance of human resources strives to improve employee performance to achieve the company's predetermined goals. Employee performance is the achievement of employee results in a process of carrying out their duties in accordance with the responsibilities given. Improving employee performance will have a positive impact on the company, so that employees have a good and optimal level of performance to help realize the company's goals. Employee performance evaluation is very important to find out how far the performance has been carried out by employees. By evaluating the performance period of each employee, it will be known what shortcomings the employee has, as well as what advantages the employee must and must be maintained. In this case, through evaluation, the office can also find out which employees are working optimally and which employees are not working optimally. This can be a benchmark and consideration for the company.

2.2 Leadership Style

Leadership style is a way used by leaders in interacting with their subordinates. Leadership style is the way leaders deal with and serve staff or subordinates which usually differs in each individual and can change. The value of a leader is not determined by the results achieved personally, but by his ability to achieve results from those under his supervision and the influence he radiates to people or parties related to the leader. Leadership can be called the most relevant aspect of all aspects of an organization or company because it can influence the behavior of others in their work by using power. Leadership is a skill and ability of someone who has held a position as a leader in a job in influencing the actions of others, especially his subordinates to think and behave in such a way that through this positive behavior they can make a real contribution to achieving company goals. A leader influences the behavior of subordinates to be willing to cooperate and work productively to achieve company goals. According to Nikmat (2022) said that leadership style is a pattern of leader behavior in influencing his followers, the definition of leadership style in dynamic terms, leadership style can change depending on the followers and the situation

2.3 Organizational culture

According to Robbins and Judge (2016), Organizational Culture is a system of shared meaning carried out by members that distinguishes an organization from other organizations. According to Krietner and Kinicki in Zuki (2016), Organizational Culture is a form of assumption that is owned, implicitly accepted by a group and determines how the group feels, thinks, and reacts to its diverse environment. Organizational culture is also referred to as corporate culture, which is a set of values or norms that have been in effect for a relatively long time, adopted together by the organization (employees) as behavioral norms in solving organizational (company) problems. Organizational culture is related to how employees perceive the characteristics of an organizational culture, not whether employees like the culture or not. Organizational culture is what employees perceive and how that perception creates a pattern of beliefs, values, and expectations. Based on the definitions put forward by the experts above, it can be concluded that organizational culture is a basic pattern of values,

hopes, habits and beliefs that are shared by all members of the organization as a guideline in carrying out tasks to achieve organizational goals.

2.4 Organizational Justice

According to Luthans in Aslam (2017), the concept of organizational justice is based on three important aspects such as process, outcome, and interpersonal relationships. According to the theory of organizational justice, employees continuously measure and compare input with outcome. Organizational justice is defined as a concept that states employee perceptions of the extent to which they are treated fairly, in the organization and how these perceptions affect organizational outcomes such as commitment and satisfaction. Organizational justice includes how a person views the results he receives from the company for the efforts he has made for the company so far and how a person compares the results he receives with the results received by other employees. The more employees feel that what they receive is in accordance with what they do for the company, the more organizational justice can be said to be good and will further benefit the effectiveness of the organization.

3. Method

The research method used in this research is a descriptive research method quantitative. According to Sugiyono (2019), population is a generalization area consisting of objects or subjects that have certain quantities and characteristics determined by researchers to be studied and then conclusions drawn. The population in this study was all employees of Bank Indonesia Jember, totaling 42 employees. In this study, the sampling used by the researcher was a saturated sample. According to Sugiyono (2019), a saturated sample is a sampling technique in which all members of the population are used as samples.

4. Results

4.1. Validity Test

Ghozali (2009) stated that validity tests are used to measure whether a questionnaire is valid or not. Validity test is useful to determine the validity or suitability of the questionnaire used by researchers in measuring and obtaining questionnaires used by researchers in measuring and obtaining research data from respondents. The basis for making decisions on validity tests, valid if the value (r count > r table) and invalid if the value (r count < 0.05). r table with respondents N = 97 at a significant 5% in the distribution of statistical r table values, the r table value is 0.1663. Looking at the sig. value, namely valid if the sig. value < 0.05 and invalid if the sig. value > 0.05. Table 4.9 below is a summary of the validity test results for each question item.

Table 1. Validity Test Analysis Results

Item Statement	Pearson Corelation	r table	Sig.	Information
X1.1	0.838	0.2573	0,000	Valid
X1.2	0.781	0.2573	0,000	Valid
X1.3	0.753	0.2573	0,000	Valid
X1.4	0.630	0.2573	0,000	Valid
X1.5	0.795	0.2573	0,000	Valid
X2.1	0.953	0.2573	0,000	Valid
X2.2	0.975	0.2573	0,000	Valid
X2.3	0.924	0.2573	0,000	Valid
X2.4	0.971	0.2573	0,000	Valid
X2.5	0.938	0.2573	0,000	Valid
X3.1	0.890	0.2573	0,000	Valid
X3.2	0.882	0.2573	0,000	Valid
X3.3	0.911	0.2573	0,000	Valid
Y.1	0.842	0.2573	0,000	Valid
Y.2	0.891	0.2573	0,000	Valid
Y.3	0.916	0.2573	0,000	Valid
Y.4	0.916	0.2573	0,000	Valid

From the table above, it can be seen that all statement items have a calculated r value > r table with r table 0.2573 which means that the research instrument can be said to be valid. The level of significance shows a value below 0.05 which also confirms that each statement item is valid so that the existing statement items have been able to represent the measured variables.

4.2. Reliability Test

According to Sugiyono (2017), reliability testing is the extent to which measurement results using the same object will produce the same data. Reliability testing is carried out simultaneously on all statements. In reliability testing, it is carried out using the SPSS 20 program, where decision making is carried out if the Alpha reliability number is > 0.6 , it means that the variable item is declared reliable.

Based on research data from 42 respondents, the following results were obtained :

Table 2. Reliability Test Results

Cronbach's Alpha	N of Items
,870	17

From the table above, it shows that each variable has a Cronbach Alpha value of more than 0.6 and more than the r table value so that it is declared reliable, which means that the research questionnaire instrument shows consistency even though it is used repeatedly. The results of the instrument test show that it is valid and reliable so that the instrument in the form of a closed statement questionnaire is worthy of being distributed to respondents.

4.3. Normality Test

The normality test is used to test whether in the regression model, both variables (independent and dependent) have a normal distribution or at least approach normal (Ghozali, (2005). A good data model is if it is normally distributed or close to normal. To read whether the distribution is normal, the graph will form a diagonal straight line, then the data can be said to meet the normal assumption.
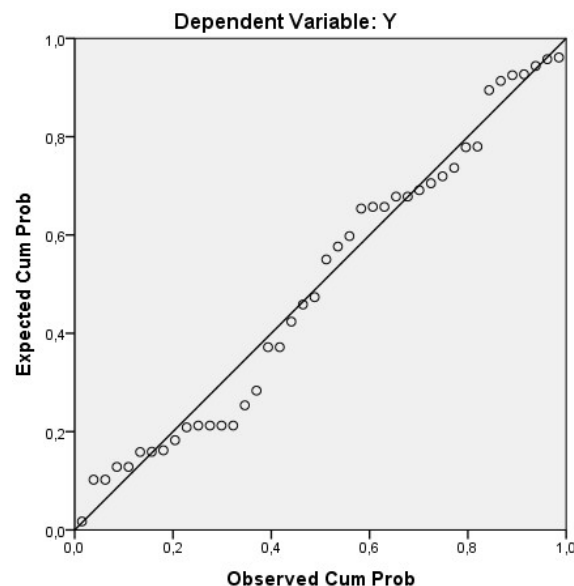
Figure 1. Normality Test Plot Graph

From the graph above, it can be seen that all existing data is normally distributed, this is because all data is spread out, forming a straight diagonal line. So the data is said to meet the normal assumption or follow the normality line. This proves that the regression used is appropriate to predict the influence of leadership style , organizational culture and organizational justice on employee performance at KpwBI Jember.

4.4 Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is inequality of variance from the residual of one observation to another observation, if the variance of the residual of one observation to another observation is different then it is called heteroscedasticity (Ghozali, 2011). In this study, a plot graph was used between the predicted value of the independent variable (ZPRED) and its residual (SRESID). In making decision criteria, if a certain pattern is found, such as points that form a certain pattern regularly (wavy, widening then narrowing or vice versa) then in the regression model it is suspected that there is a heteroscedasticity problem, and if there is no clear pattern and the points are spread above and below the number 0 on the Y axis then it is said that there is no Heteroscedasticity.

Based on research data from 42 respondents, the following results were obtained :
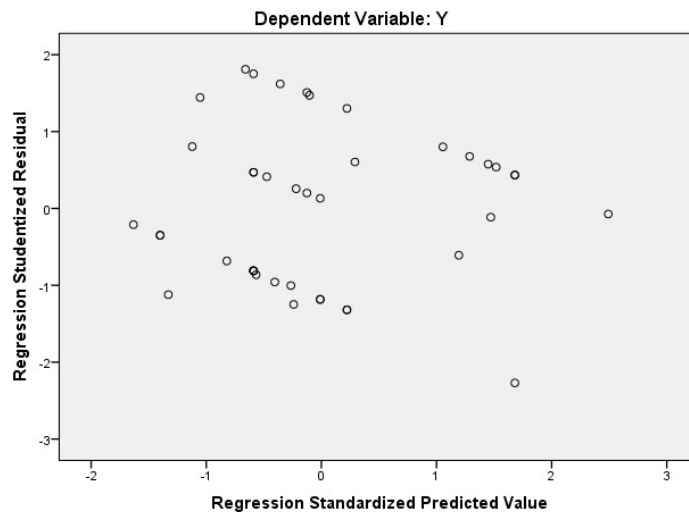

Figure 1. Heteroscedasticity Test Plot Graph

Based on the graph above, it can be seen that the data distribution is irregular and does not form a particular pattern, and is spread above and below the number 0 on the Y axis, so it can be concluded that there is no heteroscedasticity problem in the regression model.

4.5. Multicollinearity Test

The purpose of the multicollinearity test is to determine whether there is intercorrelation (a strong relationship between independent variables). A good regression model is characterized by no intercorrelation between independent variables (no symptoms of multicollinearity). One of the most accurate ways to detect the presence or absence of symptoms of multicollinearity is by using the tolerance method and VIF (Variance Inflation Factor)

The basis for decision making, looking at the tolerance value. If the tolerance value is greater than > 0.10, it means that there is no multicollinearity and looking at the VIF value. If the VIF value <10.00, it means that there is no multicollinearity. The results of multicollinearity can be seen from the values in the collinearity tolerance column and VIF shows that the tolerance values of all independent variables X1, X2, and X3 as in the following table:

Table 3. Multicollinearity Test Analysis Results

No.	Independent Variable	Colinearity Statistics	
		Tolerance	VIF
1.	X1	0.392	2,551
2.	X2	0.217	1,091
3.	X3	0.296	2,526

Based on the table above, it can be concluded that the tolerance value>0.10 means there are no symptoms of multicollinearity and the VIF value<10.00 means there are no symptoms of multicollinearity.

4.6. Multiple Linear Regression Analysis

The reason for using this analysis model is to measure the extent of the influence of the independent variables, namely leadership style (X1), organizational culture (X2) and organizational justice (X3), on the dependent variable, namely employee performance (Y)

Table 4. Multiple Linear Regression Analysis Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	Tolerance	VIF	Beta		
(Constant)	5,912	3,247		2,821	,277
Leadership Style	,214	,193	,246	1,109	,174
Organizational culture	,149	,082	,264	1,823	,006
Organizational Justice	,341	,320	,235	1,065	,013

Based on the results of the regression measurements shown in table 4.9, the following regression equation is obtained:

$$Y = 5.912 + 0.214X_1 + 0.149X_2 + 0.341X_3$$

From the regression equation above, it can be interpreted that:

1. The constant/intercept of 5.912 mathematically shows that without considering leadership style, organizational culture and organizational justice, employee performance is already positive.

2. The coefficient of the leadership style variable (X1) is 0.214, which means that if the leadership style variable increases while the other variables remain constant, employee performance will increase.

3. The coefficient of the organizational culture variable (X2) is 0.149, meaning that if the organizational culture variable increases while other variables remain constant, employee performance will increase.

4. The coefficient of the organizational justice variable (X3) is 0.341, meaning that if the organizational justice variable increases while other variables remain constant, employee performance will increase.

4.7. Determination Coefficient Test (R^2)

The coefficient of determination in this study will be used to determine how much influence the variables (X1), (X2), (X3) have on (Y). The results of the coefficient of determination test are described in table 4.13 as follows:

Table 5. Results of Determination Coefficient Test

Model	R	R Square	Adjusted R Squared	Std. Error of the Estimate
1	,516 [a]	,267	,209	1,587

From the SPSS 20 output display, the Adjusted R Square value is 0.516. This shows that the performance conditions at Bhayangkara Bondowoso Hospital can be explained by three independent variables, namely leadership style, organizational culture, organizational justice by 51.6 % . While the remaining 48.4 % (100% - 51.6% = 48.4%) is explained by other causes outside the model being studied. This shows that the contribution of leadership style, organizational culture and organizational justice provides a fairly strong contribution (Table Page 65; 0.40 -0.599) on the performance of KPwBI Jember employees.

4.8. t-test

Table 6. Partial Test Results (t-Test)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	Tolerance	VIF	Beta		
(Constant)	5,912	3,247		2,821	,277
Leadership Style	,214	,193	,246	1,109	,174
Organizational culture	,149	,082	,264	1,823	,006
Organizational Justice	,341	,320	,235	1,065	,013

The results of the analysis based on table 4.11 can be seen as follows:

a. Variable X1 (Communication) produces a calculated t value of 1.109 which is smaller than the t table of 1.686 ((obtained by finding the t table (df = nk; k : 4), df = 38)), thus it can be concluded that partially variable X1 (Leadership Style) does not have a significant effect on variable Y (Employee Performance).

b. Variable X2 (Organizational Culture) produces a calculated t value of 1.823 which is greater than the t table , which is 1.686 ((obtained by finding the t table (df = nk; k : 4), df = 38)), thus it can be said that partially variable X2 (Organizational Culture) has an effect on variable Y (Employee Performance).

c. Variable X3 (Organizational Justice) produces a calculated t value of 1.065 which is smaller than the t table of 1.686 ((obtained by finding the t table (df = nk; k : 4), df = 38)), thus it can be concluded that partially variable X3 (Motivation) has a significant effect on variable Y (Employee Performance)

4.9. F Test

Table 7. Simultaneous Test Results (F Test)

Model	Sum of Square	df	Mean Square	F	Sig.
Regression	244,799	3	131,600	24,607	,002b
Residual	195,677	38	2,518		
Total	440,476	41			

From the results of the ANOVA test or F test in Table 4.12, it can be seen that the calculated F value of 24.607 is greater than the F table of 2.85 ((obtained by finding the F table (df1 = k-1;3. df2 = n - k:38)) and the level of significance obtained is 0.001, which is smaller than the value of 0.05. Because the probability of significance is less than 0.05 and the calculated F is greater than the F table , the regression model can be used to predict employee performance (Y) or it is said that the variables of leadership style (X1), organizational culture (X2) and organizational justice (X3) together have a significant effect on employee performance.

5. Discussion

Based on results data analysis and testing hypothesis that is done in study show that leadership style partially has no effect to performance employees . Five indicators of leadership style, namely decision making, motivating, communicating, controlling employees and controlling emotions play an important role in influencing employee performance.

Although leaders have the ability to make decisions, their effectiveness in carrying out employee tasks is still not optimal, possibly due to the lack of translation of decisions into concrete actions. The motivation provided has also not had a direct impact on performance, which may be caused by internal factors such as job satisfaction levels or external factors such as a reward system that is not yet fully effective. In terms of communication, although it is important to convey the organization's vision and tasks, the effectiveness of delivering and receiving information is still a challenge that can hinder employee understanding and involvement. Overall, although the leadership style in the work environment has been running

well, there are still several aspects that need to be improved so that leadership is more effective in supporting employee performance.

Based on the results of data analysis and hypothesis testing conducted in the study, it shows that organizational culture partially has a significant effect on employee performance. Five indicators of organizational culture, namely self-awareness, aggressiveness, personality, performance, and team orientation play an important role in influencing employee performance. Self-awareness reflects employees' understanding of their values, goals, and roles in the organization. Employees who have a high level of self-awareness tend to better understand the organization's expectations of their performance, so they are able to work more focused, independently, and responsibly in carrying out their duties. Self-awareness also plays a role in increasing employee discipline and involvement in decision making and achieving the organization's vision.

Aggressiveness in organizational culture describes the extent to which employees are proactive in completing tasks and facing challenges. Employees who have an aggressive attitude in a positive context tend to be more oriented towards achieving targets, have high initiative, and are able to compete healthily in the work environment. This can increase the overall competitiveness of the organization and encourage innovation in completing work. However, excessive aggressiveness without being balanced with teamwork can lead to unhealthy competition which has a negative impact on the work environment. Personality is also an important factor in organizational culture because it contributes to creating harmonious working relationships. Each individual has a different character and attitude, so a strong organizational culture will help balance various personalities so that they can work synergistically in a team. Positive personalities, such as openness, flexibility, and cooperation, will increase healthy interactions between employees and build a more comfortable and productive work environment.

Based on the results of data analysis and hypothesis testing conducted in the study, it shows that organizational justice partially has no effect on employee performance. Three indicators of organizational justice, namely resource allocation, procedural fairness, and personal relationships play an important role in influencing employee performance. Resource allocation reflects how the organization distributes facilities, opportunities, and compensation to employees fairly and evenly. Fair allocation should be able to increase employee satisfaction and loyalty, because they feel appreciated and get rights according to their contributions. However, the results of the study show that fairness in resource distribution does not contribute directly to employee performance. This may be due to other factors, such as the level of intrinsic motivation of employees which plays a greater role in determining their productivity, or a work culture that emphasizes individual achievement without relying too much on resource distribution.

The results of the study indicate that leadership style, organizational culture, and organizational justice simultaneously influence employee performance. This indicates that the three variables interact with each other in creating a work environment that supports employee productivity and effectiveness. The leadership style applied by superiors plays an important role in providing direction, motivation, and control over employees. Leaders who are able to make the right decisions, communicate effectively, and control emotions and employees well can create a conducive work environment and encourage optimal performance. However, the influence of leadership on employee performance also depends on other factors, such as organizational culture and employee perceptions of justice in the organization.

6. Conclusions

Based on the results of the analysis and discussion that have been described in the previous chapter, the conclusions of this study are:

1. This study found that leadership style partially has no significant effect on employee performance, although indicators such as decision making, motivation, communication, employee control, and emotional control are important. Leaders' emotional control that should create a conducive work environment also does not directly affect employee performance, possibly due to other factors such as workload or a more dominant organizational culture. Therefore, although leadership style plays a role in the work

environment, other factors such as organizational culture, reward systems, and job satisfaction need to be considered in efforts to improve employee performance.

2. This study found that organizational culture has a significant effect on employee performance, with five main indicators of self-awareness, aggressiveness, personality, performance, and team orientation playing a role in creating a productive work environment. Employees' self-awareness of their values and roles encourages greater responsibility and focus on work. Aggressiveness at work reflects a proactive attitude in completing tasks, while a good personality helps create harmonious working relationships. High performance is supported by work standards that emphasize achievement and efficiency, while team orientation strengthens cooperation and collaboration. Thus, a positive organizational culture that is aligned with the company's vision contributes significantly to improving employee performance.

3. This study found that organizational justice did not have a significant effect on employee performance, with factors such as resource allocation, procedural fairness, and personal relationships playing an important role. Although fair resource allocation and harmonious working relationships can increase job satisfaction, they do not directly impact productivity. Similarly, procedural fairness did not show a significant effect, possibly because employees are more oriented towards results than processes. Thus, although organizational justice plays a role in psychological aspects and job satisfaction, this factor is not a major determinant in improving employee performance.

4. This study examines the three variables of leadership style , organizational culture, and organizational justice that have a simultaneous effect on employee performance at KPwBI Jember. Although partially leadership style and organizational justice do not have a significant effect, when these three variables are studied simultaneously, it is found that the combination of effective leadership, strong organizational culture, and a well-implemented justice system can create a more conducive work environment and support improved employee performance. Therefore, organizations need to manage these three aspects in an integrated manner in order to improve employee productivity and work effectiveness

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