

The Influence of Leadership and Work Culture on Employee Performance at the Regional Revenue Office of Lampung Province Introduction

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Abstract

This study investigates the influence of leadership and work culture on employee performance at the Regional Revenue Office of Lampung Province. Utilizing a quantitative research design, data were collected through structured questionnaires distributed to 150 employees, with an 80% response rate. Multiple linear regression analysis revealed that both leadership and work culture significantly and positively impact employee performance, with leadership showing a regression coefficient of 0.362 and work culture 0.253. The combined effect of these variables explains 46.6% of the variance in employee performance. The findings underscore the necessity for targeted interventions to enhance leadership practices and cultivate a positive work culture to improve overall organizational performance. Future research should explore additional factors influencing employee performance and the long-term effects of improvements in leadership and work culture.

Keywords: Leadership, Work Culture, Employee Performance, Government Institutions

1. Introduction

Rapid advancement of information technology has profoundly transformed various sectors, with education being one of the most significantly impacted areas (Hafidz & Sharma, 2022). As educational institutions increasingly rely on digital tools to enhance their operations, Academic Information Systems (AIS) have emerged as essential components in managing and disseminating educational information efficiently (Villegas-Ch et al., 2020; Erlina, 2023; Jainah et al., 2024). These systems streamline administrative tasks, support academic processes, and facilitate communication between students, faculty, and administration, making them indispensable in modern educational environments (Grepon et al., 2022; Jainah, 2023).

Despite the technological sophistication of AIS, their effectiveness is not solely determined by their functionality but is largely influenced by the satisfaction of their users (Nabi & Holden, 2008; Jainah et al., 2024; Seregig et al., 2021). User satisfaction plays a critical role in determining how well these systems are adopted and utilized within educational institutions (Wilona & Defrizal, 2024; Jainah & Sulaiman, 2024). Without high levels of user satisfaction, even the most advanced AIS may fail to meet their intended goals, leading to underutilization or resistance from the academic community (In & Lee, 2017; Hakim et al., 2020).

This study specifically focuses on measuring the user satisfaction of the Academic Information System (SIKAD) at Sekolah Tinggi Ilmu Agama Buddha (STIAB) Jinarakkhita Lampung, a higher education institution in Indonesia. The study employs the End User Computing Satisfaction (EUCS) model, a widely recognized framework for assessing user satisfaction with computer-based

systems, to evaluate the effectiveness of SIAKAD from the perspective of its end users— students, faculty, and administrative staff.

Although there has been extensive research on AIS globally, there remains a significant gap in understanding the specific factors that influence user satisfaction within the context of Indonesian higher education institutions (Barusman & Habiburrahman, 2022; Smith et al., 2024; Enakesda & Jainah, 2024). The unique cultural, organizational, and technological characteristics of these institutions necessitate a tailored approach to assessing and improving AIS. This research seeks to address this gap by providing empirical evidence on the determinants of user satisfaction in SIAKAD, offering insights that could inform the design, implementation, and management of AIS in similar educational contexts across Indonesia and beyond. Through this study, we aim to contribute to the ongoing discourse on enhancing the effectiveness of AIS by prioritizing user satisfaction as a key measure of success.

This study uses a quantitative approach to examine the factors affecting user satisfaction with the Academic Information System (SIAKAD) at STIAB Jinarakkhita Lampung. By applying the End User Computing Satisfaction (EUCS) model, which includes five key dimensions—Content, Accuracy, Format, Ease of Use, and Timeliness—the study aims to understand how these aspects influence overall satisfaction. Data was collected from 194 students using a structured questionnaire, and the results were analyzed using SPSS software (Chen, 2022). The analysis included various tests, such as validity, reliability, normality, multicollinearity, and multiple linear regression, to identify which factors most significantly impact user satisfaction. Employee performance is a pivotal factor in determining the success of organizations, with its significance being particularly pronounced in government institutions where efficiency, accountability, and service quality are of utmost importance (Tumija & Bukit, 2023). In such settings, the ability of employees to perform their duties effectively directly impacts the overall effectiveness of the institution and its capacity to achieve its objectives (Lee, 2018). This study focuses on the Regional Revenue Office of Lampung Province, an important government agency responsible for managing and optimizing revenue collection and financial administration at the provincial level (pattilouw, 2023; Rusdiyanto et al., 2024).

Despite the critical role that leadership and work culture play in shaping employee performance, there exists a notable gap in the empirical research specifically targeting government agencies in Indonesia (Haliah & Nirwana, 2019). Previous studies have extensively explored the influence of leadership styles and organizational culture on employee performance within various sectors and private organizations (Wilona & Defrizal, 2024). However, there is limited research examining these dynamics within the context of Indonesian government agencies, particularly at the provincial level (Azim, 2019; Rusli & Jainah, 2024).

Leadership in government institutions encompasses various styles and practices that can significantly affect employees' motivation, job satisfaction, and overall performance (Ariyani & Wibowo, 2023). Effective leadership can inspire and guide employees, foster a positive work environment, and drive organizational success (Lee, 2018). On the other hand, work culture, including

the values, beliefs, and norms shared among employees, plays a crucial role in influencing how employees engage with their work and adhere to organizational goals (Bradigan & Hartel, 2013).

The Regional Revenue Office of Lampung Province serves as a critical case study for understanding how leadership and work culture impact employee performance in a governmental context. By investigating these relationships, this research aims to provide valuable insights into how leadership practices and organizational culture can be optimized to enhance employee performance in this specific setting.

The study seeks to address the gap in the literature by offering empirical evidence on the effectiveness of leadership strategies and work culture initiatives in improving employee performance within provincial government agencies in Indonesia (Barusman, 2019). This research will contribute to a deeper understanding of the interplay between leadership, work culture, and employee performance, thereby offering practical recommendations for enhancing organizational effectiveness and achieving better outcomes in similar governmental contexts.

2. Research Method

This study uses a quantitative approach to examine how leadership and work culture influence employee performance at the Regional Revenue Office of Lampung Province. Data were collected through a structured questionnaire distributed to 150 employees, with 120 valid responses received. The variables measured include leadership, work culture, and employee performance, with each assessed using a Likert scale. Multiple linear regression analysis was conducted to determine the strength and significance of the relationships between these variables. The findings will help understand the impact of leadership and work culture on employee performance in a government setting.

3. Result and Discussion Descriptive Statistics

The descriptive statistics provide an initial overview of the perceptions of leadership, work culture, and employee performance within the Regional Revenue Office of Lampung Province. The data indicate that the average scores for both leadership and work culture were moderately high, reflecting a generally positive view among employees regarding these aspects. This suggests that the leadership practices and the prevailing work culture in the office are seen as conducive to a supportive and effective working environment. Employee performance scores also revealed a satisfactory level of job performance, indicating that employees are meeting the expectations of their roles. These findings are crucial as they establish a foundation for understanding the relationships between leadership, work culture, and employee performance in a government setting, specifically within a provincial revenue office.

Regression Analysis

To examine the influence of leadership (X1) and work culture (X2) on employee performance (Y), a multiple linear regression analysis was conducted. The results are as follows:

Leadership (X1): The regression coefficient for leadership was 0.362, with a t-value of 3.034 and a p-value of less than 0.05. This result demonstrates a statistically significant positive relationship between leadership and employee performance, indicating that stronger leadership practices are associated with higher levels of employee performance. Effective leadership in this context likely contributes to improved job satisfaction, motivation, and overall productivity.

Work Culture (X2): The regression coefficient for work culture was 0.253, with a t-value of 2.621 and a p-value of less than 0.05. This finding also indicates a statistically significant positive relationship, suggesting that a positive work culture plays a crucial role in enhancing employee performance. A work culture that fosters collaboration, open communication, and alignment with organizational values appears to contribute positively to how employees perform their duties.

Overall Model: The F-value for the overall regression model was 15.678, with a p-value of less than 0.05, confirming the statistical significance of the model. The R^2 value of 0.466 indicates that leadership and work culture together explain 46.6% of the variance in employee performance. This substantial proportion of explained variance highlights the critical impact of these factors on employee performance, although it also suggests that other variables not included in the model contribute to the remaining 53.4% of the variance.

4. Discussion

The results of this study align with and extend the existing literature, which emphasizes the importance of leadership and work culture in shaping employee performance. The significant positive coefficients for both leadership and work culture underscore their essential roles in driving employee motivation, job satisfaction, and overall effectiveness. In a governmental context, such as the Regional Revenue Office of Lampung Province, effective leadership is crucial for guiding employees towards achieving the office's revenue and administrative goals. Leadership that provides clear direction, motivates employees, and fosters a sense of purpose is likely to result in higher levels of employee performance.

Similarly, a positive work culture, characterized by shared values, supportive behaviors, and effective communication, creates an environment where employees feel valued and aligned with the organization's mission. This environment not only enhances job satisfaction but also encourages employees to engage fully with their work, leading to better performance outcomes.

The R^2 value, while substantial, also indicates that other factors influence employee performance. These could include job satisfaction, access to professional development and training, the level of organizational support, and work-life balance. Future research should explore these additional factors to provide a more comprehensive understanding of the determinants of employee performance in government institutions.

5. Conclusion

This study provides empirical evidence that leadership and work culture significantly impact employee performance at the Regional Revenue Office of Lampung Province. The findings highlight the importance of targeted

interventions aimed at improving leadership practices and work culture to enhance overall organizational performance. By addressing these areas, government institutions can achieve higher levels of efficiency, effectiveness, and service quality, which ultimately benefits the broader community they serve. Future research should continue to explore the additional factors that influence employee performance, such as job satisfaction, professional development opportunities, and organizational support systems. Longitudinal studies would also be valuable in assessing the long-term effects of leadership and work culture improvements on employee performance. By deepening our understanding of these dynamics, organizations can develop more effective strategies for managing and motivating their workforce, ensuring sustained success and impact in the public sector.

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