

## The Influence of Competence, Leadership Style, and Organizational Culture on the Performance of Employees of the Tanah Datar District Land Office

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Article Information	Abstract
Article History: Received: Agustus 2023 Accepted : September 2023 Published: September 2023	This study aims to see the effect of competence, leadership style, and organizational culture partially on employee performance and then the influence of competence, leadership style, and organizational culture together on employee performance. The population of this study was all employees of the Tanah Datar District Land Office, a total of 87 people. The sample in this study was taken from all populations, namely as many as 87 people. The data were collected using a Likert Scale model questionnaire and multiple linear regression analysis with the help of the SPSS computer program. The results of the analysis show that the competency variable, leadership style and Organizational culture partially has a positive and significant effect on the performance of the Tanah Datar District Land Office employees. Competency Variables, Leadership style, and Organizational Culture together have a positive and significant effect on the performance of the Tanah Datar District Land Office employees.
Keywords: Competence, Leadership Style, Organizational Culture, Employee Performance	

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## Introduction

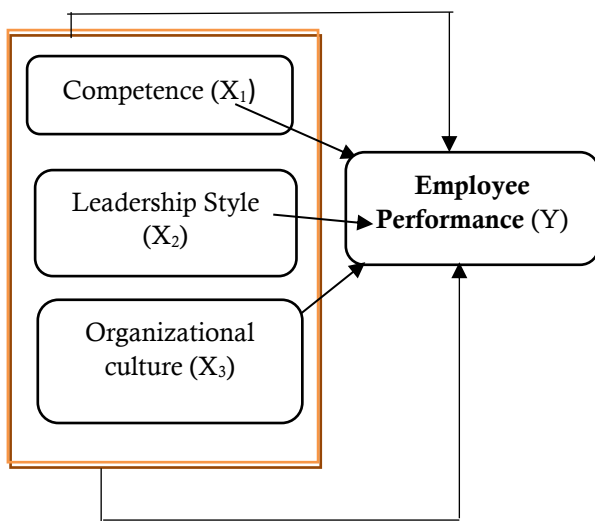
Human resources play a very dominant role in an organization. The success or failure of an organization in achieving its goals is highly dependent on the ability of its human resources, or employees, to carry out the assigned tasks. For management activities to run well, the organization must have knowledgeable and highly skilled employees, and efforts must be made to manage the organization as optimally as possible so that employee performance increases. Employee performance is the result of performance of employees assessed in terms of quality and quantity based on work standards determined by the organization. Good performance is optimal performance, namely performance that is in accordance with organizational standards and supports the achievement of organizational goals. A good organization is one that tries to improve the capabilities of its human resources because this is a key factor in improving employee performance. (Putri & Pradana, 2021).

Tanah Datar District Land Office, in realizing these strategic goals, implements: (1) a management support program and implementation of other technical tasks of the ATR/BPN ministries; (2) a program for improving the facilities and infrastructure of the ATR/BPN ministry apparatus; (3) an agrarian law relationship management program; (4) a spatial use and land control program; and (5) programs for handling agrarian problems, space, and land utilization. Many factors affect employee performance. (Ekabawani & Winarno, 2020) suggest that work performance and achievement are influenced by many factors, including abilities, skills, experience, and individual abilities. According to Suryani (2021), the factors that affect performance are competence, motivation, organizational culture, compensation, leadership, job satisfaction, discipline, work environment, and organizational commitment. Competence itself, according to Spencer (2003), states that competence is part of and forever exists in a person's personality and can predict behavior and performance broadly in all situations and job tasks. Increasing the competence of employees is needed to support work ability while at the same time determining the level of performance produced by employees. The higher the competency, the higher the employee's performance.

Another factor that influences the performance of the Tanah Datar District Land Office employees is their leadership style. Leadership style is the basis for classifying a person's leadership type. Leadership style is behavior and strategy as a result of a combination of philosophies, skills, traits, and attitudes, which are often applied by a leader when he tries to influence the performance of his subordinates. According to Petra (2015), leadership style is a way for a leader to influence the behavior of subordinates and aims to encourage work passion, job satisfaction, and high employee productivity in order to achieve maximum organizational goals. The leadership style at the Tanah Datar District Land Office is expected to be able to make changes in the organization they lead so that they can improve the performance of their subordinates at work.

On the other hand, the organizational culture that applies to the Tanah Datar District Land Office also influences the performance produced by employees. (Wandrial, 2012) Corporate culture, commonly known as organizational culture, is a reality of basic assumptions, values, and habits that are lived and carried out by its members (culture in practice). Organizational culture is a value system that applies to the Tanah Datar District Land Office. Consistent implementation of organizational culture will encourage employees to take effective actions to achieve organizational performance goals. Meanwhile, Judge (2014) states that organizational culture refers to a system of shared understanding held by members of an organization that distinguishes the organization from other organizations. As revealed by Harsono (2015), culture and value systems are factors that influence employee behavior and are important to consider in performance management. Every organization that has a culture can be influenced by the attitudes and behaviors of its members. As stated, (Fahmi, 2016), organizational culture is a pattern of organizational beliefs and values that are understood, imbued, and practiced by the organization, so that this pattern gives its own meaning and becomes the basis for rules of behavior in the organization.

As for the framework of research in this study is:



**Figure 1. Framework Research**

Based on the theoretical study, review of previous research and the framework above, this research hypothesis can be formulated as follows:

1. It is suspected that there is a partial positive influence on the performance of the Tanah Datar Regency Land Office Employees.
2. It is suspected that there is a partial positive influence of leadership style on the performance of Tanah Datar District Land Office employees.
3. It is suspected that there is a positive influence of organizational culture partially on the performance of the Tanah Datar Regency Land Office Employees.
4. It is suspected there is a positive influence of competence, leadership style, and organizational culture together on the performance of employees of the Tanah Datar District Land Office

### Research Method

This research was conducted at the Tanah Datar District Land Office. The study population was all employees of the Tanah Datar District Land Office, both those with the status of State Civil Apparatus (ASN) employees and those with the status of Non-Public Servants Government Employees (PPNPN), totaling 87 people, consisting of ASN employees (34 people) and VAT employees (53 people).

This research was conducted using descriptive analysis techniques using the Level of Attainment of Respondents' Answers and multiple linear regression.

This research uses the multiple linear regression method with several tests:

1. Classic assumption test
  - a. Normality test

The normality test aims to test whether, in the regression model, the confounding or residual variables have a normal distribution. As it is known, the t and F tests assume that the residual values follow a normal distribution. If this assumption is violated, the statistical test becomes invalid for a small sample size.

- b. Multicollinearity Test

The multicollinearity test aims to test whether the regression model finds a correlation between the independent variables. A good regression model should not have a correlation between the independent variables. If the independent variables are correlated, then the variables are not orthogonal. Orthogonal variables are independent variables whose correlation values among independent variables are equal to zero.

- c. Heteroscedasticity Test

The heteroscedasticity test aims to test whether, in the regression model, there is an inequality of variance from one residual observation to another. If the residual variance from one observation to another observation remains, then it is called homoscedasticity, and if it is different, it is called heteroscedasticity.

- d. Linearity Test

The linearity test is used to see whether the model specifications used are correct or not. To determine whether the regression equation function used is linear, it can be seen from the P-P plot. If the distributed points follow a linear line, then the regression model can be declared linear.

2. Multiple Linear Regression Test

A multiple linear regression test is a statistical technique used to determine how much influence some independent variables have on the dependent variable (Kuncoro, 2015). In testing the research hypothesis, multiple linear regression tests were used. The purpose of using multiple regression analysis in this study is to find out how the influence of competency variables, leadership style, and organizational culture simultaneously affect the performance of the Land Office of Tanah Datar

District employees. Thus, it can be stated that the multiple linear regression equation in this study is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where,

Y = employee performance

A = Constant

b<sub>1,2,3</sub> = Regression coefficient

X<sub>1</sub> = Competence

X<sub>2</sub> = Leadership Style

X<sub>3</sub> = Organizational culture

e = error

### 3. Research Hypothesis Test

#### a. T test

To find out which independent variable has the most significant relationship with the dependent variable, it is necessary to conduct further research using the t test. That is to test the independent variables individually.

#### b. F test

The F test was carried out to determine the relationship simultaneously. The F test uses a significant level of 0.05 (2-tailed test) with 95% degrees of freedom (df<sub>2</sub>) n-k-1, where n is the number of samples and k is the number of independent variables (Budiyono, 2014).

#### c. Determination coefficient test

This test basically measures how well the model can explain variations in the dependent variable. The coefficient of determination is between 0 and 1. The small value of R<sup>2</sup> means that the ability of the independent variables to explain the variation in the dependent variable is very limited. The fundamental weakness of using the coefficient of determination is the bias towards the number of independent variables included in the model. Therefore, in this study, the adjusted R<sup>2</sup> ranged between 0 and 1. The closer the adjusted R<sup>2</sup> value is to one, the better the model's ability to explain the independent variables (Ghozali, 2015).

## Results and Discussion

### 1. Descriptive analysis

#### Level of Achievement of Respondents' Answers.

To state the level of achievement of respondents' answers to the research variables, namely competence (X<sub>1</sub>), leadership style (X<sub>2</sub>), organizational culture (X<sub>3</sub>), and employee performance (Y), based on the Respondent

Achievement Level (TCR) formula, see table 4 below:

**Table 1. Level of Achievement of Respondents' Answers to Research Variables**

No	Variable	Mean	Maximum	TCR	Ket
1	Competence	50,91	60	85%	Good
2	Leadership Style	53,30	60	89%	Good
3	Organizational culture	48,90	60	82 %	Good
4	Employee performance	52,14	60	87 %	Good

Source: Results of Data Processing, 2023

From Table 1 above, it can be seen that from the results of adding up the question items for each research variable, the average result (mean) for each variable is divided by the maximum result times 100% to obtain the respondent's achievement level (TCR). The TCR results of the competency research variables, leadership style, organizational culture, and performance, are above 80%. This shows that the respondents' answers to the variables in this study are on average good.

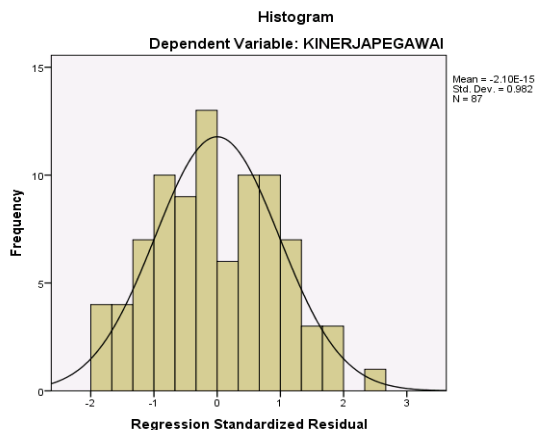
### 2. Classic assumption test

A linear regression model must pass the classic assumption test, which consists of the multicollinearity test, the heteroscedasticity test, the normality test, and the linearity test. In the following, a classical assumption test will be carried out on the regression model as follows:

#### a. Normality test

The normality test aims to test whether, in the regression model, the confounding or residual variables have a normal distribution. As it is known, the t and F tests assume that the residual values follow a normal distribution. If this assumption is violated, the statistical test becomes invalid for a small sample size. The normality test can be detected through graphic analysis. This graph analysis can be used to determine normality by looking at the histogram

graph, which compares the observed data with a distribution that is close to the normal distribution. The following shows a histogram graph of the results of the regression analysis in this study.



**Figure 2. Normality Test**

Source: Results of Data Processing, 2023

Based on the histogram graph, it can be seen that the observation data is normally distributed where the curve is normal. Therefore, the normality test is fulfilled.

**b. Multicollinearity Test**

The multicollinearity test aims to test whether the regression model finds a correlation between the independent variables. A good regression model should not have a correlation between the independent variables. If the independent variables are correlated, then the variables are not orthogonal. Orthogonal variables are independent variables whose correlation values among independent variables are equal to zero. The way to detect the presence or absence of multicollinearity in the regression model is through the tolerance value and variance inflation factor (VIF). These two measures show which independent variables are explained by other independent variables. In a simple sense, each independent variable becomes the dependent variable and is regressed against other independent variables. The cut-off value that is commonly used to indicate the presence of multicollinearity is a tolerance value > 0.10 or equal to a VIF value < 10. The results of the multicollinearity test can be seen in the following table:

**Table 2. Multicollinearity Test**

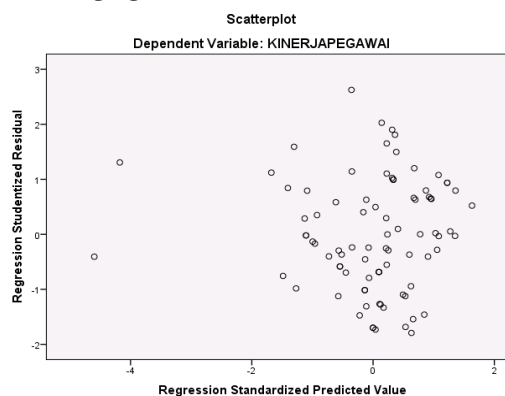
Independent variable	Tolerance	VIF
Competence (X1)	0.665	1.504
Leadership Style (X2)	0.536	1.867
Organizational culture (X3)	0.707	1.415

Source: Results of Data Processing, 2023

Based on the table above, it can be seen that the independent variables in this study were declared free from multicollinearity. This is proven by obtaining tolerance values for all independent variables greater than 0.10 and VIF (variance inflation factor) values of less than 10.

**c. Heteroscedasticity Test**

The heteroscedasticity test aims to test whether, in the regression model, there is an inequality of variance from one residual observation to another. If the residual variance from one observation to another observation remains, then it is called homoscedasticity, and if it is different, it is called heteroscedasticity. A good regression model is one that has homoscedasticity or does not have heteroscedasticity. To detect the presence or absence of heteroscedasticity, one can look at the Graph Plot (Scatter plot). If there is no clear pattern, such as the points spreading above and below the number 0 (zero) on the Y axis, then there is no heteroscedasticity. The results of the heteroscedasticity test can be seen in the following figure:



**Figure 3. Heteroscedasticity Test**

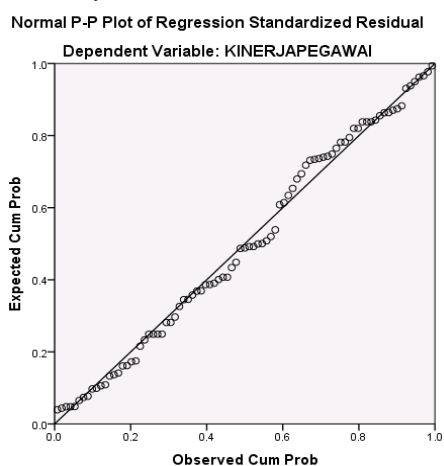
Source: Results of Data Processing, 2023

Based on the previous explanation, the regression model of this study does not exhibit heteroscedasticity. This can be seen from the plot Graph above, where the dots do not show a clear pattern and spread above and below the

zero on the Y axis.

**d. Linearity Test**

The linearity test is used to see whether the model specifications used are correct or not. To determine whether the regression equation function used is in the form of a liner, it can be seen from the P-P plot. If the distributed points follow a linear line, then the regression model can be declared linear. In this study, the P-P Plot Graph was used for the linearity test. Based on the t-chart shown below, it can be seen that the points move in the direction of the linear line, so it can be concluded that the regression model of this study is linear.



**Figure 4. Linearity test**  
Source: Results of Data Processing, 2023

**3. Multiple Linear Regression Test**

According to Budiyo (2015), multiple linear regression is basically an extension of simple linear regression, namely increasing the number of independent variables that were previously only one to two or more independent variables. The regression equation in this study is to determine the influence of the independent or independent variables, namely competence, leadership style, and organizational culture, on the dependent variable, namely the performance of the Tanah Datar Regency Land Office employees, which can be seen in Table 3 below.

**Table 3. Multiple Linear Regression**

Model	Unstandardized Coefficients	
	B	Std. Error
(Constant)	24.102	3.415
Competence	.225	.059

Leadership Style	.403	.079
Organizational culture	.264	.064

Source: Results of Data Processing, 2023

Based on table 3 above, the regression equation can be obtained as follows:

$$\hat{Y} = 24,102 + 0,225 X_1 + 0,403X_2. + 0,264 X_3$$

Where,

- $\hat{Y}$  = Employee performance
- $X_1$  = Competence
- $X_2$  = Leadership Style
- $X_3$  = Organizational culture

In line with the regression equation above, it can be seen that all independent variables are positive. This means that if the competency, leadership style, and organizational culture variables are getting better, the employee's performance will be getting better too, and vice versa. This can be explained as follows:

A constant of 24.102 means that if competence, leadership style, and organizational culture are constant or equal to zero, then the employee's performance will remain at 24.102. The competency regression coefficient (X1) is 0.225, meaning that if competence increases by one weight unit assuming leadership style and organizational culture are constant or equal to zero, then employee performance will increase by 0.225, and vice versa

The regression coefficient of leadership style (X2) is 0.403, meaning that if this leadership style variable increases by one weight unit with the assumption that competence and organizational culture are constant or equal to zero, then employee performance will increase by 0.403, and vice versa. The regression coefficient of organizational culture (X3) is 0.264, meaning that if this organizational culture variable increases by one weight unit with the assumption that competence and leadership style are constant or equal to zero, then employee performance will increase by 0.264, and vice versa. From Table 2 above, it can be seen from the three independent variables that the most dominant influence on the performance of the Tanah Datar Regency Land Office employees is leadership style because it has a greater influence than the other two variables, as indicated by the regression coefficient of 0.403.

#### 4. Hypothesis test

A hypothesis is an allegation about a logical relationship between two or more variables expressed in the form of a statement that needs to be tested for truth. From the instruments that were distributed to 87 employees of the Tanah Datar District Land Office, data were obtained that could be used to test the hypotheses proposed in this study. The data obtained were processed using SPSS version 20.0 with multiple linear regression analysis.

##### 1. The first, second and third hypotheses

The first, second, and third hypotheses, which state that there is a positive influence of competence, leadership style, and organizational culture partially on the performance of employees of the Tanah Datar District Land Office, can be seen and proven from Table 4.

**Table 4. T test**

Model	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
(Constant)	24.102	3.415	7.058	.000
Competence	.225	.059	3.106	.001
Leadership Style	.403	.079	5.097	.000
Organizational Culture	.264	.064	4.094	.000

Source: Results of Data Processing, 2023

##### Hypothesis 1. The Effect of Competence on Employee Performance

From table 4 above, it can be seen that if the significance level is smaller than alpha ( $0.001 < 0.05$ ), then  $H_0$  is rejected and  $H_a$  is accepted. That is, it is partially proven that there is a positive and significant influence of competence (X1) on employee performance (Y). Therefore, the first hypothesis states that "competence partially has a positive and significant effect on the performance of employees of the Tanah Datar District Land Office." Based on Table 3 above, the regression coefficient value of the competency variable is 0.225. From the results of the competency regression coefficients, it can be interpreted that each increase of 1 unit in the competency variable will increase employee performance by 0.225 units, and vice versa.

##### Hypothesis 2. The influence of leadership style on employee performance

The second hypothesis, which states that there is a partial positive influence of leadership style on the performance of employees of the Tanah Datar District Land Office, can be seen and proven from Table 3. From table 3 above, it can be seen that if the significance level is smaller than alpha ( $0.000 < 0.05$ ), then  $H_0$  is rejected and  $H_a$  is accepted. That is, it is partially proven that there is a positive and significant influence of leadership style (X2) on employee performance (Y). Therefore, the second hypothesis, which states "leadership style partially has a positive and significant effect on the performance of employees of the Tanah Datar District Land Office," is accepted. Based on Table 3 above, the regression coefficient value of the leadership style variable is 0.403. From the results of the leadership style regression coefficient, it can be interpreted that every 1 unit increase in the leadership style variable will increase employee performance by 0.403 units, and vice versa.

##### Hypothesis 3. The influence of organizational culture on employee performance

The third hypothesis, which states that there is a partial positive influence of organizational culture on the performance of employees of the Tanah Datar District Land Office, can be seen and proven from Table 3. From table 4 above, it can be seen that if the significance level is smaller than alpha ( $0.000 < 0.05$ ), then  $H_0$  is rejected and  $H_a$  is accepted. That is, it is partially proven that there is a positive and significant influence of organizational culture (X3) on employee performance (Y). Therefore, the third hypothesis, which states "organizational culture partially has a positive and significant effect on the performance of employees of the Tanah Datar District Land Office," is accepted. Based on Table 3 above, the regression coefficient value of the organizational culture variable is 0.264. From the results of the organizational culture regression coefficient, it can be interpreted that every 1 unit increase in the organizational culture variable will increase employee performance by 0.264 units, and vice versa.



**Hypothesis 4. Effect of work competence on Employee Performance**

The fourth hypothesis states that there is a positive influence of competence, leadership style, and organizational culture together on the performance of employees of the Tanah Datar District Land Office, as can be seen from Table 5 below.

**Table 5. F test**

Model	F	Sig.
Regression	28.665	.000b

Source: Results of Data Processing, 2023

From table 5 above, it can be seen that the calculated F value is 28.665 with a significance level of 0.000. If the significance value is compared to the significance level used in this study with an alpha of 0.05, it is evident that the significance value is smaller than the significance level used (0.000 < 0.05). Thus, Ho is rejected and Ha is accepted, which means competence (X1), leadership style (X2), and organizational culture (X3) together have a positive and significant effect on the performance of the Tanah Datar District Land Office employees. Therefore, the fourth hypothesis, which states "There is a positive and significant influence of competence, leadership style, and organizational culture together on the performance of employees of the Tanah Datar District Land Office," is accepted.

**3. Test the Coefficient of Determination**

To determine the magnitude of the influence of competence (X1), leadership style (X2), and organizational culture (X3) on the performance of employees of the Tanah Datar District Land Office, see table 6 below.

**Table 6. Determinant Test**

Model	Adjusted R Square
1	.491

Source: Results of Data Processing, 2023

Based on Table 6 above, it is found that the R coefficient is 0.713, namely, there is a strong and positive relationship between competence, leadership style, and organizational culture together on the performance of employees of the Tanah Datar District Land Office, and the adjusted R Square coefficient value is 0.491, which means that the contribution of the

influence of competence, leadership style, and organizational culture simultaneously or simultaneously on the performance of employees of the Tanah Datar District Land Office is 49.1%, and the rest (50.9%) is influenced by other factors that are not included in the scope of this study.

**Table 7. Research Hypothesis Test Results**

Hipotesis	Decision Accepted
H <sub>1</sub>	Accepted
H <sub>2</sub>	Accepted
H <sub>3</sub>	Accepted
H <sub>4</sub>	Accepted

Source: Results of Data Processing, 2023

**Discussion**

**The Effect of Competence on Employee Performance**

Based on the results of testing the first hypothesis, it is known that employee competence has a significant effect on the performance of employees of the Tanah Datar District Land Office. The regression coefficient of 0.225 is positive, indicating that there is a unidirectional relationship from competence to employee performance. This means that if employee competence is increased in the future, it will be able to improve employee performance in the Tanah Datar District Land Office environment. In other words, the higher the employee competency, the higher the performance produced by employees at the Tanah Datar District Land Office.

Theoretically, the results of the research are in accordance with the opinion put forward by Mangkunegara (2015) human resource competencies are competencies related to knowledge, skills, abilities, and personality characteristics that directly affect their performance. Meanwhile, Mulyasa (2015) argues that employee competence is the ability that must be owned by an employee or each employee (individually) to be able to carry out a job or position successfully (effectively, efficiently, productively, and with quality) in accordance with the vision and mission of the organization or company. If the competence of employees is in accordance with the duties and responsibilities they receive, then employees will be able to carry out their duties and responsibilities properly and provide high achievements for the organization where they work.



Simamora (2015) defines competence as the abilities and characteristics possessed by a person in the form of knowledge, skills, and behavioral attitudes needed in carrying out the duties of his position so that he can carry out tasks in a professional, effective, and efficient manner. Meanwhile, Mulyasa (2015) argues that employee competence is the ability that must be possessed by an employee or each employee (individually) to be able to carry out a job or position successfully (effectively, efficiently, productively, and with quality) in accordance with the vision and mission of the organization or company. If the competence of employees is in accordance with the duties and responsibilities they receive, employees will be able to carry out their duties and responsibilities properly and provide high achievements for the organizations where they work. Empirically, the research results are in line with the results of research conducted by Eldy (2015), Guntur Machasin (2015), Rukmana (2016), and Fu'ad (2016). All of these researcher's research results show that competence has a significant effect on employee performance.

#### **The Effect of Leadership Style on Employee Performance**

Based on the results of testing the second hypothesis, it is known that leadership style has a significant effect on the performance of employees of the Tanah Datar District Land Office. The regression coefficient of 0.403 is positive, indicating that there is a unidirectional relationship between leadership style and employee performance. This means that if the leadership style is improved in the future, it will be able to improve employee performance in the Tanah Datar District Land Office environment. In other words, the higher the leadership style, the higher the performance produced by employees at the Tanah Datar District Land Office.

Theoretically, the results of this study agree with what was stated by Thoha (2015): that Leadership Style is a behavioral norm that is used by someone when that person tries to influence the performance of others as he wants. Meanwhile, Rivai (2015) states that Leadership Style is a set of characteristics used by leaders to influence subordinates to improve their performance so that organizational goals are achieved, or it can also be said that leadership style is a pattern of behavior and strategies that

are liked and often applied by a leader. A leadership style that shows, directly or indirectly, a leader's belief in the abilities of his subordinates. This means that leadership style is behavior and strategy as a result of a combination of philosophies, skills, traits, and attitudes, which are often applied by a leader when he tries to influence the performance of his subordinates. Furthermore, according to Stonener (2015), that leadership style is a variety of behavior patterns favored by leaders in the process of directing and influencing employee performance.

While empirically, the results of this study are in line with the results of research conducted by Melindo (2015), Rusli, Musnadi, Mahdani (2015), Gita, Yuniawan (2016), and Rukmana (2016), The results of their research show that leadership style has a positive and significant effect on employee performance.

#### **The Influence of Organizational Culture on Employee Performance**

Based on the results of testing the third hypothesis, it is known that organizational culture has a significant effect on the performance of employees of the Tanah Datar District Land Office. The regression coefficient of 0.264 is positive, indicating that there is a unidirectional relationship between organizational culture and employee performance. This means that if the organizational culture is improved in the future, it will be able to improve employee performance in the Tanah Datar District Land Office environment. In other words, the better the organizational culture of the Tanah Datar District Land Office, the higher the performance produced by employees at the Tanah Datar District Land Office.

Theoretically, the results of this study agree with what was stated by Harsono (2015), that culture and value systems are factors that influence employee behavior and are important to consider in managing work performance. Meanwhile, Davis (2015) argues that organizational culture is a pattern of organizational beliefs and values that are understood, imbued, and practiced by the organization, so that this pattern gives its own meaning and becomes the basis for rules of behavior in organizations that affect the performance of employees. Empirically, the results of this study are in line with research

conducted by Eldy (2015), Melindo (2015), Gita (2015), and Yuniawan (2016). The results of their research show that the work environment has a positive and significant effect on employee performance.

**The influence of competence, leadership style and organizational culture on employee performance.**

The results of the study found that together there was a positive and significant influence between competence, leadership style, and organizational culture on the performance of employees of the Tanah Datar District Land Office; the higher the employee competency, the better and more democratic the leadership style, and the better the organizational culture, the better and higher the performance of the Tanah Datar Regency Land Office employees.

The joint contribution of competency, leadership style, and organizational culture variables to employee performance is 49.1%, and the other 50.9% is influenced by other variables not examined, such as organizational commitment, work motivation, compensation, discipline, work environment variables, organizational climate, career development, and others.

**Conclusion**

Based on data analysis, interpretation of research results, and discussion that has been presented previously, this study concludes that competency variables partially have a positive and significant effect on the performance of employees of the Tanah Datar District Land Office, and leadership style variables partially have a positive and significant effect on employee performance. Tanah Datar District Land Office: Organizational culture variables partially have a positive and significant effect on the performance of Tanah Datar District Land Office employees. Competency, leadership style, and organizational culture variables together have a positive and significant effect on the performance of Tanah Datar District Land Office employees. The most dominant variable affecting employee performance is leadership style.

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