

THE INFLUENCE OF PERCEPTIONS OF LEADERSHIP STYLE AND ORGANIZATIONAL BEHAVIOR ON EMPLOYEE PERFORMANCE AT THE INVESTMENT OFFICE AND ONE-STOP INTEGRATED SERVICES OF LAMPUNG PROVINCE

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Abstract. *A good leader will definitely get good performance from his subordinates. Employee performance is a real behavior displayed by each employee as work achievements produced in accordance with his role in the organization. This study aims to examine the influence of variables partially or simultaneously the perception of leadership style and organizational behavior together on employee performance at the Investment Office and One-Stop Integrated Services of Lampung Province. The population in this study is employees in the Environment of the Investment Office and One-Stop Integrated Services of Lampung Province, totaling 85 people. Sample The research to be studied considering the number of the population is limited in determining this sample, the author uses the Slovin formula with a sampling error error rate of 10 percent so that the number of samples is 46 people. The results showed that the perception of leadership style partially affects the performance of employees of the Investment Office and One-Stop Integrated Services of Lampung Province. Organizational behavior variables affect employee performance in the Investment Office and One-Stop Integrated Services of Lampung Province and variables of Perception of leadership style and organizational behavior together have a positive and significant effect on the performance of employees of the Investment Office and One-Stop Integrated Services of Lampung Province.*

Keywords: *Perception of Leadership Style, Organizational Behavior, Employee Performance*

PENGARUH MANAJEMEN PEMBELAJARAN DAN KOMPETENSI PEDAGOGIK TERHADAP KUALITAS KERJA GURU SMP NEGERI 23 PESAWARAN

Abstrak. Manajemen pembelajaran dapat dikatakan belum optimal hal ini dapat dilihat dari penyusunan rencana Pemimpin yang baik pasti akan mendapatkan kinerja yang baik pula dari pegawai bawahannya. Kinerja pegawai adalah perilaku nyata yang ditampilkan setiap pegawai sebagai prestasi kerja yang dihasilkan sesuai dengan perannya dalam organisasi. Penelitian ini bertujuan menguji pengaruh variabel secara parsial maupun secara simultan persepsi gaya kepemimpinan dan perilaku organisasi secara bersama-sama terhadap kinerja pegawai pada Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Provinsi Lampung. Populasi dalam penelitian ini adalah Pegawai yang ada di Lingkup Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Provinsi Lampung seluruhnya berjumlah 85 orang. Sampel Penelitian yang akan diteliti mengingat jumlah populasinya terbatas dalam penetapan sampel ini penulis menggunakan rumus Slovin dengan tingkat kesalahan eror pengambilan sampel sebesar 10 persen sehingga didapatkan jumlah sampel sebanyak 46 orang. Hasil penelitian menunjukan secara parsial persepsi gaya kepemimpinan berpengaruh terhadap Kinerja pegawai Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Provinsi Lampung. Variabel perilaku organisasi berpengaruh terhadap Kinerja pegawai di Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Provinsi Lampung dan variabel Persepsi gaya kepemimpinan dan Perilaku organisasi secara bersama-sama berpengaruh positif dan signifikan terhadap Kinerja pegawai Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Provinsi Lampung.

Kata kunci: Persepsi gaya kepemimpinan, Perilaku organisasi, Kinerja Pegawai.

INTRODUCTION

The effectiveness and efficiency of the organization in achieving its vision, mission, and goals cannot be separated from the role of the leader. Leadership is the backbone of organizational development because without good leadership it will be difficult to achieve organizational goals, even to adapt to changes that are happening inside and outside the organization.

Organizations need effective leaders to generate movement in long-term interest within their group, especially in influencing behavior among its members or subordinates. The quality of leadership is often considered the most important factor in the success or failure of business-oriented and public-oriented organizations (Raharjo & Nafsiah, 2006).

When leaders show good leadership, employees will have the opportunity to learn the right behavior to deal with their work. To know the appropriate leadership style, they not only see their position as a leader who wants everything done, but they must also work within the existing and effective structure.

Leadership problems always make an interesting impression, because an organization will succeed or fail is partly determined by leadership qualities. Leadership is the ability to influence, move and direct action on a person or group of people to achieve certain goals in certain situations. Leadership is one of the

managerial aspects in organizational life which is a key position. Because the leadership of a leader acts as a harmonizer in the process of cooperation between people in his organization (Astutik, Minarsih, & Harini, 2018).

Perception of leadership style is the behavior used by a leader when influencing others in doing a job to achieve certain goals. Leadership behavior displayed by a leader if felt good and pleasing to employees, it will affect and have a better impact on employee performance. Conversely, if the leadership behavior displayed by a leader as something that is not in accordance with the expectations of employees will have a negative effect on the performance of the employees themselves.

The condition of indecision towards disciplinary action in the form of fulfilling attendance rates directly has an impact on low employee absenteeism. This can be seen from the employee attendance table as follows.

Table 1. Recapitulation of Attendance Data of Investment Office Employees and One-Stop Integrated Services of Lampung Province in 2021

No	Bulan	Persentase Tingkat Pencapaian Absensi Pegawai Saat ini (%)	Persentase Tingkat Pencapaian Absensi Pegawai Yang Diharapkan (%)
1	Januari	81.44	100
2	Februari	79.59	100
3	Maret	80.01	100
4	April	79.35	100
5	Mei	78.24	100
6	Juni	82.66	100
7	Juli	77.51	100
8	Agustus	78.08	100
9	September	79.41	100
10	Oktober	80.84	100
11	November	78.70	100
12	Desember	77.16	100
	Rata-rata	79.42	100

Source : Investment Office and One-Stop Integrated Services of Lampung Province, 2022.

In table 1 above, it shows that during Fiscal Year 2021, the employee attendance rate at the Investment Office and One-Stop Integrated Services of Lampung Province never reached the percentage of expected employee attendance achievement rate. The average monthly attendance rate was 79.42%, with the lowest attendance rate in December at 77.16%. This shows that employee discipline has not been in accordance with what the organization expects.

In addition to the perception of leadership style, another factor that has the potential to impact the level of performance is organizational behavior. Organizational behavior is a field of study that includes theories, methods and principles from various

disciplines to study individual perceptions and actions when working in groups and within the organization as a whole (Fallo, 2021).

The behavior of each individual in the organization will affect the quality of the organization. Therefore, differences in behavior between individuals and others must be understood by management in determining each employee who will be recruited into the organization. Employee behavior according to (Nurfitriyan, 2017), namely how people in the work environment can actualize themselves through attitudes at work. Robbins opinion emphasizes the attitude taken by workers to determine what people with this type will do in the workplace environment of people with this type.

Employee behavior in compliance with attendance at work and commuting must be further improved so that organizational goals can be achieved by adjusting and realizing the agreement between the organization and employees and guided by the law regarding the discipline of the state civil apparatus (Ardiana, 2016).

The phenomenon that occurs in the Investment Office and One-Stop Integrated Services of Lampung Province related to organizational behavior is the attitude and behavior of employees who do not respect working hours, which is related to the low level of absenteeism at the office. This is then the reason why the achievement of attendance

targets is always not in accordance with what is expected.

Looking at the factual conditions related to the problem of perceptions of leadership style and organizational behavior that prevail in the Investment Office and One-Stop Integrated Services of Lampung Province, it should be suspected that these two factors are one of the causes of weak employee performance. Employee performance has not been maximized, it can be seen from there are still jobs whose achievements are not in accordance with predetermined target targets.

THEORETICAL BASIS

Understanding Perception

Everyone has a different opinion or view in seeing the same thing (object). This difference in views will be followed up by different behaviors or actions. That view is referred to as perception. A person's perception will determine how he will perceive the world.

We are all aware of our surroundings, but not all of them are equally important according to our perceptions. We listen to some data and discard others. Each person receives so much sensory data that it is impossible to process it all. The brain carries the data through a perceptual filter that holds some parts (selective attention) and discards others.

Perceptual selectivity is the process by which a person filters and selects various

objects and stimuli that compete for attention. People will usually focus on stimuli that meet their needs and are consistent with their attitudes, values and personality. The characteristics of the stimuli themselves will also affect the process of perceptual selectivity.

Understanding Leadership Style

Leadership is the central point and has the right to determine a policy in the course of an organization and to create concepts to achieve the goals of an organization. In the Big Dictionary Indonesian "leader" is often referred to as leader, pioneer, coach, role model, guide, manager, mobilizer, chief, head, guide, king, elder, and so on.

The meaning of leader according to (Nurfitriyan, 2017) is a person who has skills and advantages, especially skills / advantages in one field so that he is able to influence others to jointly carry out certain activities for the achievement of one or several goals.

Leadership is the central point and has the right to determine a policy in the course of an organization and to make concepts to achieve the goals of an organization. In the Big Dictionary Indonesian "leader" is often referred to as leader, pioneer, coach, role model, guide, manager, mobilizer, chief, head, guide, king, elder, and so on (Rajagukguk, 2017).

Basically, formulates in every leadership style there are 2 main elements, namely the element of direction (directive behavior) and

the element of assistance (supporting behavior). From these two elements, leadership styles can be grouped into 4 groups, namely autocracy (directing), coaching (coaching), democracy (supporting), and free control (delegating) (Astutik et al., 2018).

Understanding Organizational Behavior

Organizational behavior describes the study of what people do in an organization and that behavior affects its performance in the organization". Meanwhile, according to organizational behavior is a field of study that includes theories, methods and principles from various disciplines to study individual perceptions and actions when working in groups and within the organization as a whole (Rajagukguk, 2017)

According to Wijaya, organizational behavior is a discipline that studies individual behavior in organizations and their impact on performance, both individual, group or organizational performance. While the general theory of organizational behavior is put forward by Robbins (2016), organizational behavior is the study of what people do in an organization and how their behavior affects organizational performance.

Organizational behavior is a behavioral science from one of which is applied and has contributed to the discipline of behavior, namely psychology that tries to measure, explain and can change human behavior itself.

Psychology in organizational behavior

itself studies the problem of lethargy and boredom and work conditions that can reduce job satisfaction in an organization, for that it is necessary to avoid burnout or burnout at work and the need for strong organizational commitment and good organizational culture to increase job satisfaction, so that employees in the organization will be happy and enthusiastic about working in an organization (Surtiandi, 2017).

Understanding Employee Performance

Performance is a basic activity and an essential part of human life. Similar to play activities for children, work provides pleasure and its own meaning for life. For it gives status to a person, and binds oneself to other individuals in society (Astutik et al., 2018).

Performance is not only in the form of material economic needs (for example in the form of money), but can also be in the form of respect / appreciation from the environment, prestige and social status, all of which are forms of immaterial social rewards (Dwiprakasa, Albasyiroh, Anti Dasuki, & Destyan, 2019)

Performance is as a level of achievement of results. According to Timpe in Pasolong (2013: 198) Performance is work performance determined by environmental factors and management behavior in carrying out an activity in accordance with its responsibilities with expected results. Performance is a result of work produced by a member interpreted to

achieve the expected goals.

Performance is the result or level of overall success of a person during a certain period in carrying out tasks compared to various possibilities, such as standards of work results, targets or objectives or criteria that have been determined in advance and have been mutually agreed. Suggests that performance (work performance) is a result of work achieved by a person in carrying out the duties assigned to him which is based on ability, experience and sincerity and time (Haryati, Mariatin, & Supriyantini, 2014).

Performance is also a real behavior that everyone displays as work achievements produced by members according to their role in the organization in accordance with organizational goals and individual goals. Member performance is very important in the organization's efforts to achieve its goals (Djoko Soelistya, Retno Purwani Setyaningrum, Nur Aisyah, 2022).

RESEARCH METHODS

The study entitled The Influence of Perceptions of Leadership Style and Organizational Behavior on Employee Performance at the Investment Office and One-Stop Integrated Services of Lampung Province employees were examined looking for the magnitude of influence between variables X1 and X2 on variable Y both partially and simultaneously.

Population according to Sugiyono (2019: 89), population is a generalized area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions. The total population at the Investment and One-Stop Integrated Services Office of Lampung Province is 85 employees.

A sample of 46 people taken using the Slovin Formula with an error rate of 10%. Validity and Reliability used a sample of 30 people taken from a population outside the established research sample.

The formula used to measure the extent of the influence of perceived leadership style and employee behavior on employee performance by comparing relevant theoretical theories at the Investment Office and One-Stop Integrated Services of Lampung Province. with multiple linear regression equations.

RESEARCH RESULTS AND DISCUSSION

To examine the effect of partial perception of leadership style on employee performance, a statistical t test (t test) was used. If the value of t is calculated > t table then Ho is rejected and Ha is accepted. Conversely, if the value of t is $t_{hitung} < t_{table}$, then Ho is accepted and Ha is rejected. The results of partial hypothesis testing can be seen in the

following table.

Table. 2. The results of the Partial Hypothesis of the Effect of Perceived Leadership Style on Performance

Model	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
1 (Constant)	16.082	5.120	.12.378	.001
X1	.701	.092	9.483	.000

Based on the table 2 above, it can be explained that the regression direction coefficient between the perception of leadership style on employee performance is 0.701 with a constant of 16.082. Thus, the regression equation is $Y = 16.082 + 0.701X1$. It can be interpreted that the perception of leadership style has a significant effect on employee performance, this means that if the perception of leadership style is improved, employee performance will increase.

The calculated t value for the perception of leadership style is 9.438 with a constant of 12.378, in t table with df 45 and a significant level of 0.05 obtained 1.68 because t count > t table then Ha is accepted. The significance of the variable Perception of leadership style is 0.00 which means a probability of 0.00, because

the probability is less than 0.05 then Ha is accepted, meaning that the perception of leadership style affects the performance of employees of the Investment Office and One-Stop Integrated Services of Lampung Province.

The influence of the variable perception of leadership style on employee performance states that the higher the perception of leadership style, the higher employee performance will be. Conceptually this is in line with Rivai's opinion (2014: 56) stating that leaders need to think about the most appropriate leadership style, where the most appropriate leadership style is a leadership style that can maximize performance, with behavior patterns and strategies that are preferred and often applied by a leader in order to achieve organizational goals.

Table. 3. The results of the Partial Hypothesis Testing of the Effect of Organizational Behavior on Performance

Model	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
1 (Constant)	9.492	5.547	5.425	.000
X2	.618	.066	4.118	.000

Based on the table above, it can be explained that the number of regression direction coefficient between organizational behavior to employee performance is 0.618

with a constant of 9.492. Thus, the regression equation is $Y = 9.492 + 0.618X2$. It can be interpreted that organizational behavior has a significant effect on employee performance,

this means that if organizational behavior.

The calculated t value for organizational behavior is 4.118 with a constant of 5.425, in t table with db 46 and a significant level of 0.05 is obtained 1.68 because t count > t table then H_a is accepted. The significance of the organizational behavior variable is 0.00 which means a probability of 0.00, because the probability is less than 0.05 then H_a is accepted, meaning that organizational behavior affects employee performance.

The influence of organizational behavior variables on employee performance states that the better the organizational behavior, the higher the employee performance. Conceptually this is in line with Robbins' opinion (2016: 5), organizational behavior is a field of study that leads to the influence of individuals, groups and structures in organizational behavior, which is useful for applying knowledge and increasing organizational effectiveness.

Table. 4. Test Results of the Effect of Perception, Leadership Style and Organizational Behavior Simultaneously on Employee Performance

Model		F	Sig.
1	Regression	47.553	.000 ^a
	Residual		
	Total		

Based on the explanation of the table above, it can then be concluded that after a simultaneous test of perception, leadership style and organizational behavior together if improved, employee performance will increase.

Based on the results of the calculations made, a of 13.518 was obtained; b1 of 0.826 and b2 of 0.673 form a simple linear regression equation as follows: $\hat{Y} = 13.518 + 0.826X_1 + 0.673X_2$. From the regression equation, it can be seen that the influence of the perception of leadership style with employee performance is unidirectional (positive), it is shown in the regression coefficient or value of b1 in the regression equation which shows a positive

number of 0.826 which means that every increase in the perception of leadership style of 1 unit will be followed by an increase in performance of 0.826 units.

The effect of organizational behavior with performance is unidirectional (positive), it is shown in the regression coefficient or b2 value in the regression equation which shows a positive number of 0.673 which means that every increase in the perception of leadership style of 1 unit will be followed by an increase of 0.673 units.

Based on the results of the analysis as described above, it can be said that the results of this study are empirically in line with some

previous research. One of them is research by Arnes (2016) which states that employee behavior variables and perceptions of leadership style simultaneously have a positive effect on employee performance.

CONCLUSION AND IMPLICATION

Based on the results of the study, the following conclusions were obtained 1) The perception of leadership style affects the performance of employees of the Investment Office and One-Stop Integrated Services of Lampung Province; 2) Organizational behavior affects the performance of employees at the Investment Office and One-Stop Integrated Services of Lampung Province; and 3) The perception of leadership style and organizational behavior together has a positive and significant effect on the performance of employees of the Investment Office and One-Stop Integrated Services of Lampung Province. The results of the coefficient of determination test show that the R Square value is 61.6, meaning that variations in independent variables (perception of leadership style and organizational behavior) together are able to affect the dependent variable (performance) by 61.6%. While the remaining 38.4% were other variables that were not studied, such as motivation, compensation, work environment and so on.

Based on the above conclusions, the implication that is 1) In response to such

conditions, in the future, it is hoped that the leadership element within the Investment Office and One-Stop Integrated Services of Lampung Province can be more intensive in fostering employees who take disciplinary actions. The firmness of the leadership in providing measurable and proportional sanctions in accordance with applicable regulations is expected to have a positive impact in an effort to improve employee work attitudes; and 2) the leadership element within the Investment Office and One-Stop Integrated Services of Lampung Province can motivate subordinates to want to display their best performance for the progress of the agency. Controlling employee work attitudes in a more positive direction by stimulating aggressiveness towards the development of work abilities and skills needs to be the orientation of a leader.

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