

## The Influence of Leadership and Work Culture on Employee Performance at the Population Control and Family Planning Service of Karawang Regency

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### Abstract

*This study aims to analyze and explain the influence of leadership and work culture on employee performance at the Karawang Regency Population Control and Family Planning Office (DPPKB), partially or simultaneously. Using a verifiable method with a quantitative approach, this study involved the entire population of 38 employees as respondents through saturated sampling techniques. The research data was collected through the distribution of questionnaires and processed using multiple linear regression and hypothesis testing. The results of the study partially showed that leadership had a positive and significant effect on employee performance with a t-value of 4.145 > t of the table of 2.208 and a significance value of 0.000 < 0.05. The work culture variable had a partial significant effect with a calculated t value of 5.922 > t of the table of 2.208 and a significance value of 0.000 < 0.05. Simultaneously, leadership and work culture had a significant effect on employee performance with an F value of 45.097 > F of a table of 3.267 and a significance value of 0.000 < 0.05. The determination of 72% of Employee Performance was influenced by Leadership and Work Culture, while 28% was influenced by other variables that were not studied.*

**Keywords:** Leadership; Work culture; Employee Performance

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## INTRODUCTION

Population growth is increasing increasingly rapidly has become a very worrying problem for countries around the world. In Indonesia, the population in 2025 is 286,693,693 people, equivalent to 3.47% of the total world population. This situation is a significant challenge, because the increase in population will affect all aspects of life, especially related to improving the quality of life or human welfare supported by a large population that is difficult to control. All of this is related to the provision of budgets and facilities for the sector. health, education, and food availability.

From a development perspective, population size has a significant impact on development-related issues in a region. In developing development plans, population information is crucial. More comprehensive population data facilitates the development of development plans. Based on Law Number 52 of 2009 concerning Population Growth, resident and family development, including all related matters,

structure, growth rate, distribution, movement, dispersion, quality, and treatment related welfare system government, economy, culture, religion, and environment social. In addition, population growth is a planned effort to achieve balanced population growth. (Fridiyanti *et al.*, 2023).

The DPPKB Office is an agency at the regional level that is not under the ministry, with the responsibility of providing services related to Family Planning and Family Welfare. Based on Karawang Regency Regional Regulation Number 14 of 2016, The focus of this agency is to help the regent carry out government duties related to PKB and family planning.

Efforts to build a quality work system at the Karawang Regency DPPKB certainly depend on competent employees. Qualified employees are capable to operate tasks effectively and provide positive impact for agencies. Employees always increase skills through education. Performance employees are very important in government agencies, they are considered as the basis rule that helps success in operating tasks and government obligations. (Handayani *et al.*, 2024).

According to Silaen in (Wulandari *et al.*, 2024) employee performance reflects the implementation of an employee's functions and responsibilities, measured by the quantity and quality of their work results in the office. Then according to (Jamaludin *et al.*, 2022) optimal performance will help the agency in achieving its targets, the agency needs to pay close attention to performance results to each employee to ensure that employees will achieve satisfactory performance results. The following table shows the performance achievements of the DPPKB in 2024.

**DPPKB Performance Achievements in 2024**

<b>Key Performance Indicators / Individual</b>	<b>Target</b>	<b>Achievements</b>	<b>Realization</b>	<b>Adverb</b>
<b>Realizing effective and efficient population control</b>	12 reports	12 reports	100%	Achieved
<b>Growth rate resident</b>	1.30	1.16	89.23%	Not Achieved
<b>Realizing family quality planning</b>	5603 Acceptors	5603 Acceptors	100%	Achieved
<b>Total Birth Rate</b>	2.00 Children	2.01 Children	100.5%	Beyond
<b>modern contraception Prevalence (mCPR) or Contraceptive Prevalence Rate</b>	69	64.22	93.07%	Not Achieved
<b>Unmet Need for Health Services (UN MEET NEED)</b>	9.07	8.72	96.14%	Not Achieved

<b>Realizing the development and formation of a prosperous family</b>	8 reports	8 reports	100%	Achieved
<b>Median Age at First Marriage (MUKP)</b>	20.83 Years	21.6 Years	103.69%	Beyond

Source: LAKIP DPPKB Karawang 2024

The table indicates that some programs have not yet achieved targets, indicating that the performance of DPPKB employees is still less than optimal. This condition will certainly hinder the achievement of targets set by the Service.

The leadership of the Head of Service in this agency is very important in influencing employee performance. How to interact with the head of the department and his staff, how to they provide training and empower their employees to have significant impact on employee performance. According to (Hamid, 2024) Leadership as component Management is an important aspect that impacts the efficiency and success of an institution. In the context of an organization, leadership is not limited to those in the highest positions. It also encompasses various levels of management that play a role in motivating and influencing the team to achieve goals . common target.

Study Previously from (Bohalima, 2024) concluded Leadership influential on performance employees, because the significance of the signal is  $0.000 < 0.05$ . However, the results from (Abdullah *et al.*, 2022) conclude I kan Leadership does not affect performance employees Because significant signal  $0.399 > 0.05$ .

Like work culture, work culture also has an impact on the success of an agency in completing the objectives that have been set. According to Robbins in (Napitupulu, 2022) explains how work culture is formed and maintained through the philosophy of the founder or organization's leaders. Furthermore, this culture is significantly impacted by the standards used as a reference for establishing organizational culture. employees. The culture that exists within an agency has a significant impact on the development of individuals who exist in that environment. The most influential factor in work culture is the behavior exhibited by employees. Some cultures are good, but others are bad. A good culture can optimize work efficiency, while a bad culture will hinder attitudes and disrupt the effectiveness of individuals and groups within the agency.

The results of research from (Moron *et al.*, 2023) concluded that work culture influence on employee performance because of its significance  $0.02 < 0.05$ . However, according to the results of (Averina *et al.*, 2022), it was concluded that the work culture do not have influence on Employee Performance Because significance  $0.056 > 0.05$ .

Research results from (Putra *et al.*, 2025) concluding leadership and work culture influential on employee performance because significance is  $0.00 < 0.05$ .

Based on the description above, the researcher determined title study "The Influence of Leadership and Work Culture on Employee Performance...."  
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Influence of Leadership and Work Culture on Employee Performance at the Population Control and Family Planning Service of Karawang Regency".

### **Research purposes**

Research purposes This For know, analyze, and explain:

1. Influence Leadership on Employee Performance.
2. Influence Work Culture on Employee Performance.
3. Influence Leadership and Work Culture on Employee Performance.

### **Understanding Leadership**

According to (Lestari, 2022), leadership is individual expertise in directing people to think and act with certain goals in the process of formulating and achieving organizational goals in a certain context. Simarmata in (Haruna, 2025), Leadership can be understood as a series of actions that influence other people in terms of thought patterns, emotions and attitudes, and coordinate resources to achieve mutually agreed targets. According to Robbins in (Sofyandi *et al.*, 2022), leadership is the capacity to direct a group of people in order to achieve certain goals.

### **Dimensions of Leadership**

There are four dimensions of leadership according to House in (Widjaja & Ginanjar, 2022) namely Directive, Supportive, Participative and Achievement-oriented Leadership.

### **Understanding Work Culture**

According to (Moron *et al.*, 2023), work culture is behavior that is consistently carried out. employee in an agency. (Ramdhan *et al.*, 2024), Work culture is a concept related to the way of thinking or fundamental values that can be utilized to improve performance and collaboration among people, which in turn helps in increasing efficiency in achieving certain goals by a group. Meanwhile, according to Suwondo in (Hafulyon *et al.*, 2021), work culture is a key knowledge to understand, in developing an institution, in order to achieve optimal and efficient performance, forming individuals who are disciplined, value time, have a strong work ethic, are careful, focus on success, are frugal, and simple, and focus on integrity and other positive aspects.

### **Dimensions of Work Culture**

According to Taliziduhu in (Sukartini & Gaol, 2022), there are three dimensions of work culture that are Customs, Rules and Values.

### **Understanding Employee Performance**

According to (Saleh *et al.*, 2024), performance employee or performance management has the aim of increasing efficiency and effectiveness, which will build the foundation of success for both individuals and organizations. Silaen in (Wulandari *et al.*, 2024), an employee's performance refers to an individual who carries out his role in accordance with the assigned tasks and achieves good results both in terms of quantity and quality in the office. Meanwhile, according to (Jamaludin *et al.*, 2022), performance refers to action carried out by individuals or team in line with rights and Obligations in realizing the agency's targets.

### **Employee Performance Dimensions**

There are four dimensions of employee performance according to Robbin in (Safitri, 2022), namely work quality, work quantity, cooperation and responsibility.

### Hypothesis

H<sub>1</sub>: There is an influence of leadership on employee performance.

H<sub>2</sub>: There is an influence Work Culture on Employee Performance.

H<sub>3</sub>: There is an influence Leadership and Work Culture on Employee Performance.

## METHODOLOGY

Study This apply method verification with approach quantitative. According to Creswel in (Ardiansyah *et al.*, 2023), quantitative is a method which focuses on obtaining and processing information based on numbers and numerical measurements. The location of this research is at the PPKB D, Karawang Regency, which was carried out during three months. This research involved all employees at D PPKB Karawang Regency as population and sample in total reached 38 people. According to Sugiyono in (Munardi *et al.*, 2021), it states that Saturated sampling is a method of selecting samples in the entire population is used as a sample. According to Sugiyono in (All Habsy *et al.*, 2024), data collection techniques are a crucial stage in research, the main objective of this research is to obtain accurate information with using a questionnaire for collect data. According to dillman *et al* in (Daruhadi & Sopiati, 2024), questionnaire is method collect data through delivery gathering question or statement. According to (Sulung & Muspawi, 2024), primary data refers to data obtained directly from the source. While the research is ongoing, while secondary data is obtained from other sources. Primary data was collected by distributing questionnaires to D PPKB employees in Karawang Regency. Secondary data was then collected. from scientific journals, and official documents. The data analysis techniques applied covering multiple linear regression analysis with a number of testing including Validity test, Reliability test, Assumption Test Classical, Regression Test, Hypothesis Test and Coefficient of Determination.

## RESULTS AND DISCUSSION

### Research result

#### Validity Test

#### Validity Test

Variabel Kepemimpinan				Variabel Budaya Kerja				Variabel Kinerja Pegawai			
Pernyataan	R Hitung	R Tabel	Keterangan	Pernyataan	R Hitung	R Tabel	Keterangan	Pernyataan	R Hitung	R Tabel	Keterangan
X1p1	0,721	0,361	Valid	X2p1	0,790	0,361	Valid	Yp1	0,734	0,361	Valid
X1p2	0,809	0,361	Valid	X2p2	0,773	0,361	Valid	Yp2	0,747	0,361	Valid
X1p3	0,783	0,361	Valid	X2p3	0,781	0,361	Valid	Yp3	0,774	0,361	Valid
X1p4	0,696	0,361	Valid	X2p4	0,606	0,361	Valid	Yp4	0,780	0,361	Valid
X1p5	0,578	0,361	Valid	X2p5	0,855	0,361	Valid	Yp5	0,685	0,361	Valid
X1p6	0,610	0,361	Valid	X2p6	0,624	0,361	Valid	Yp6	0,780	0,361	Valid
X1p7	0,867	0,361	Valid	X2p7	0,814	0,361	Valid	Yp7	0,851	0,361	Valid
X1p8	0,618	0,361	Valid	X2p8	0,836	0,361	Valid	Yp8	0,726	0,361	Valid
X1p9	0,768	0,361	Valid	X2p9	0,812	0,361	Valid	Yp9	0,735	0,361	Valid
X1p10	0,812	0,361	Valid	X2p10	0,640	0,361	Valid	Yp10	0,821	0,361	Valid
X1p11	0,681	0,361	Valid	X2p11	0,599	0,361	Valid	Yp11	0,774	0,361	Valid
X1p12	0,561	0,361	Valid	X2p12	0,729	0,361	Valid	Yp12	0,801	0,361	Valid

Source: Research data, 2025

All research variables declared valid with r value > r table.

Reliability Test

Reliability Test

Variabel	Cronbach's Alpha	N of Items	Keterangan
Kepemimpinan	0,900 > 0,60	12	Reliabel
Budaya Kerja	0,920 > 0,60	12	Reliabel
Kinerja Pegawai	0,936 > 0,60	12	Reliabel

Source: Research Data, 2025

All over variable m has alpha value exceeds 0.60. This indicates all variables considered reliable.

Normality Test

Normality Test

**One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		38
Normal Parameters <sup>a</sup>	Mean	.0000000
	Std. Deviation	2.88436751
Most Extreme Differences	Absolute	.154
	Positive	.150
	Negative	-.154
Kolmogorov-Smirnov Z		.949
Asymp. Sig. (2-tailed)		.329

a. Test distribution is Normal.

Source: Research data, 2025

U ji normality on get significance 0.329 > 0.05, which shows that the data has normal distribution.

Multicollinearity Test

Multicollinearity Test

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.735	5.770		-.127	.899		
	Kepemimpinan	.360	.087	.411	4.145	.000	.814	1.228
	Budaya Kerja	.645	.109	.587	5.922	.000	.814	1.228

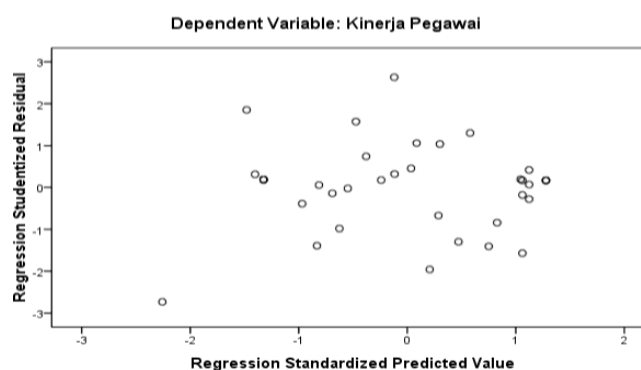
a. Dependent Variable: Kinerja Pegawai

Source: Research data, 2025

Multicollinearity tests get VIF Leadership and Work Culture variables amount to 1.228 < 10 and tolerance value 0.814 > 0.10 which shows it didn't happen multicollinearity in the data.

Heteroscedasticity Test

Scatterplot



### Heteroscedasticity

Source: Research data, 2025

U ji heteroscedasticity indicate There is n't any clear pattern, where a number of data points spread out on and below the zero point of the Y axis. With Thus, it can be concluded that there is no indication that shows the presence of heteroscedasticity. in this study.

### Multiple Regression Analysis

#### Multiple Regression Analysis

Model		Coefficients <sup>a</sup>					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
B	Std. Error	Beta						
1	(Constant)	-.735	5.770		-.127	.899		
	Kepemimpinan	.360	.087	.411	4.145	.000	.814	1.228
	Budaya Kerja	.645	.109	.587	5.922	.000	.814	1.228

a. Dependent Variable: Kinerja Pegawai

Source: Research data, 2025

$$Y = a + b_1 X_1 + b_2 X_2$$

$$Y = -0.735 + 0.360 X_1 + 0.645 X_2$$

From the equation on, can be explained:

1. Constant with value -0.735, so that if all over the independent variable has value 0, then variables dependent will own value -0.735.
2. Leadership is valuable coefficient si 0.360, with the significance is 0.00 0 < 0.05. This shows that the Leadership coefficient influences Employee Performance. of 0.360 or 36%.
3. Work Culture is valuable si coefficient 0.645, signification 0.00 0 < 0.05. Shows Cultural coefficient Work influence Employee Performance of 0.645 or 64.5%.

### Partial t- test

#### Partial t- test

Model		Coefficients <sup>a</sup>					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
B	Std. Error	Beta						
1	(Constant)	-.735	5.770		-.127	.899		
	Kepemimpinan	.360	.087	.411	4.145	.000	.814	1.228
	Budaya Kerja	.645	.109	.587	5.922	.000	.814	1.228

a. Dependent Variable: Kinerja Pegawai

Source: Research data, 2025

1. The Leadership Variable on Employee Performance has a significance of 0.000 < 0.05 and a calculated t value of 4.145 > a table t value of 2.208. It can be concluded that Leadership has a positive effect on Employee Performance.
2. Work Culture on Employee Performance has a significance of 0.000 < 0.05 and a calculated t value of 5.922 > a table t value of 2.208. It can be concluded that Work

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Culture has a positive effect on Employee Performance.

### F test Simultan

#### F Test

##### ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	793.255	2	396.627	45.097	.000 <sup>a</sup>
	Residual	307.824	35	8.795		
	Total	1101.079	37			

a. Predictors: (Constant), Budaya Kerja, Kepemimpinan

b. Dependent Variable: Kinerja Pegawai

Source: Research data, 2025

The significance of the simultaneous test was  $0.000 < 0.05$  and the value of  $f$  calculated  $45.097 > f$  table  $3.267$ . It can be concluded that simultaneously Leadership and Work Culture affect Employee Performance.

### Coefficient of Determination

**Table 7 Analysis of Determination Coefficient**

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.849 <sup>a</sup>	.720	.704	2.96563

a. Predictors: (Constant), Budaya Kerja, Kepemimpinan

Source: Research data, 2025

Based on the table above, the R Square value of 72% is influenced by Leadership and Work Culture on Employee Performance while the value of 28% is influenced by other variables that are not studied.

### Discussion

#### 1. Influence Leadership on Employee Performance

Leadership significant  $0.000 < 0.05$  and the calculated t-value of  $4.145 >$  the t-value of the table  $2.208$ , which means that Leadership has a positive and significant effect on Employee Performance. This is in line with research from (Bohalima, 2024) which concluded that leadership has an effect on the performance of employees of the Teluk Dalam Sub-district Office.

#### 2. Influence Culture Work on Employee Performance

Work Culture has a positive and significant effect on Employee Performance with a significant value of  $0.000 < 0.05$  and the t-value of  $5.922 >$  the t-value of the table  $2.208$ . This is in line with research (Moron *et al.*, 2023) which concludes that

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Work Culture partially has a positive effect on Employee Performance.

### 3. Influence Leadership and Work Culture on Employee Performance

Leadership and Work Culture have a significant value of  $0.000 < 0.05$  and the value of F Count  $45.097 > F$  Table 3.267. It can be concluded that Leadership and Work Culture have a simultaneous effect on Employee Performance. This is in line with research from (Putra *et al.*, 2025) which concludes that there is a simultaneous influence of leadership and work culture on employee performance.

## CONCLUSION

Based on the findings of the research that has been described, there are several conclusions as follows:

1. Leadership has a positive and significant effect on Employee Performance with a significant value of  $0.000 < 0.05$  and a calculated t value of  $4.145 >$  a table t value of 2.208.
2. Work Culture has a positive and significant effect on Employee Performance with a significant value of  $0.000 < 0.05$  and a calculated t value of  $5.922 >$  a table t value of 2.208.
3. Leadership and Work Culture simultaneously have a positive and significant effect on Employee Performance with a significant value of  $0.000 < 0.05$  and a value of f calculated  $45.097 >$  f table 3.267.

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