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## The Influence of Organizational Culture and Leadership Style on Organizational Performance Mediated by Organizational Commitment in The Banda Aceh City Tourism Office

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DOI - <http://doi.org/10.37502/IJSMR.2023.6409>

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### Abstract

This study aims to determine the organizational culture and leadership style effect on organizational performance which is mediated by organizational commitment. The population was all the Banda Aceh City Tourism Office employees. The sample collection technique used was a census so a total of 90 respondents were obtained. Data were collected by distributing questionnaires online. The Likert scale was used to measure data. The model test used a one-sample t-test for H1 (descriptive test), a structural test using smartPLS for H2 to H6 (verification of direct effect test), and a Sobel calculator for H7 and H8 (mediation effect test). The test results conclude that culture, leadership style, commitment, and organizational performance have been going well; then, culture and leadership style positively affected commitment and organizational performance, and commitment also influenced organizational performance; and commitment partially mediated the culture and leadership style role in the organizational performance. These findings illustrate that the organizational performance improvement model in the Banda Aceh City Tourism Office is a function of adjusting the culture and leadership style that can support organizational commitment. This finding is an important premise for the development of theories related to organizational performance, especially the organizational model that is the same as the Banda Aceh City Tourism Office that is being studied.

**Keywords:** Organizational Culture, Leadership Style, Organizational Commitment, Organizational Performance.

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### 1. Introduction

The Banda Aceh City Tourism Office has the task of handling tourism and related tourism in the City of Banda Aceh, Indonesia, which is the authority of the city through the fields that have been determined. Tourism is one of the potential sectors that can become the driving force for regional development, so tourism development activities are one of the priorities that receive attention in regional development planning in Banda Aceh so improving organizational performance is one of the main things. The development of sustainable tourism industry competitiveness can be one of the mainstay sectors in supporting regional economic growth. The performance achievement of the Banda Aceh City Tourism Office is also indicated by the achievement of targets related to:

1. The Target of the Tourism Marketing Development Program: Increasing Tourist Visits with indicators of the number of foreign and domestic tourists in the year. The actual number of foreign and domestic tourists in 2021 is 251,836 achieved people (55.96%), 251,836 people from the previous target of 450,000.
2. The target of the Tourism Destination Development program: increasing the length of stay of tourists with the LOS indicator for foreign and domestic tourists in the 1990s.

Evaluation of performance achievements and the problems encountered in each target indicate several challenges that need to be considered by the Banda Aceh City Tourism Office in the future, as follows:

1. The Management must innovate to be able to find ways to significantly increase the amount of tourist spending.
2. Tour packages that are still being sold by travel agents still sell tourist destinations that are already selling well and are widely known but have not yet included new tourist destinations.

There are several obstacles in realizing organizational performance achievements of the Banda Aceh Tourism Office, such as in terms:

1. Not yet optimal cooperation/partnership with the private sector in the management of culture and tourism.
2. There are no laws and regulations, qanuns that are accurate and follow the times in the field of culture and tourism
3. Lack of professional human resources in the field of tourism and creative economy.
4. The promotion of Tourism and the creative economy of Banda Aceh City is not yet optimal for both domestic and foreign tourists.
5. The arrangement and management of tourist objects in Banda Aceh City are not yet optimal.

To see an initial overview of this potential study, a preliminary study was conducted on thirty employees. Regarding respondents' perceptions of organizational performance used various dimensions and indicators put forward by (Robert S. Kaplan and Norton, 1993), found there is a phenomenon in terms of the ability of employees to solve problems when serving guests in providing services. Several problems sometimes reduce the satisfaction felt by the community, such as in terms of permits to set up businesses and hold events managed by the private sector at tourist objects. Furthermore, being fair when serving every guest seems difficult to realize, especially for guests who want special treatment due to their position with connections to local officials. This certainly makes it difficult for employees to provide the same service to the public and guests.

Commitment is a level to which employees believe they will accept what is the goal of the organization so that in the end employees want to stay and always try to be with the company (Mercurio, 2019). Previous research which states the relationship between commitment to improving organizational performance can be examined in several studies conducted by (Adil, Sendow and Lumintang, 2018), (Manery, Kurniawan. and Kharis, 2018), and (Sitio, 2021). The initial survey conducted in this research on measuring commitment used (Mahalingam and

Suresh, 2018) indicators found several indicators of culture at Banda Aceh city tourism office still need to be improved. The employees still do not feel part of the agency as a whole. There are some among the employees who do not feel part of the agency. The various activities held are often not followed, especially those related to activities outside of office hours. Then, there are still employees who don't feel every problem faced by the agency is also a problem. Employees like this often ignore anything related to the office, especially outside of working time.

Culture is a custom that has developed with community knowledge that has been agreed upon by certain groups. Culture is a shared habit or pattern of basic assumptions discovered or developed by certain groups when they learn to deal with problems, adapt to the external environment, and integrate with the internal environment (Marwan, 2020). Several previous studies stated that going with an organizational culture can increase the commitment that can be given by employees (Asi, Gani and Sukmawat, 2021); (Heriyanti, 2007); and (Sulaimiah and Abidin, 2022). Furthermore, culture also helps employees to give their best performance to the agency where they work (Piantara et al., 2021); (Ramadhany, Asang and Hasniati, 2022); and (Indah, Satrya and Lestari, 2022). The initial survey conducted on this research used (Robbins, Coulter and Cenzo, 2019) indicators and found several indicators of culture at the Banda Aceh City Tourism Office still need to be accelerated. Accuracy and attention to detail in a problem are still present in some of the work provided. There are still employees who complete work without paying attention to this aspect because the main focus is that the work is targeted only to be completed without quality in it. Then, there is a side of the leadership that still needs to be improved, namely the encouragement to work innovatively and be brave in taking risks. Lack of attention to these two things also makes employees still think that every job only has to be completed without innovation in it. Employees' lack of courage at work to take risks also contributes to making every small problem always have to ask the leadership so that the leadership has to spend more time on it. Finally, only a few employees have the aggressiveness and competitiveness side of work, because the majority of employees only have the target of being able to complete tasks without having to be qualified to do them aggressively and competitively.

The ability to influence will determine the method used by employees in achieving work results. According to (Gibson et al., 2012), organizational leadership can influence employee behavior at work by creating a system that accommodates all employees and organizational expectations and organizational processes following the needs of work activities, both individual, group, and organizational needs. Leadership style can increase the commitment that employees have to the institution where they work (Surya, Piedade and Riana, 2022); (Erawan, Mukhlis and Musnadi, 2021); (Misran, Lubis and Idris, 2020); (Bagis et al., 2020), (Arip, Haerani and Ismail, 2020); (Senjaya and Anindita, 2020). The initial survey conducted for leadership style used various indicators put forward by (Blanchard, 2020), indicating that the leadership style of the Banda Aceh City Tourism Office is good. However, the indicators stated that leadership was considered not always to motivate employees to work so it also had an impact on morale and work completion which gave rise to phenomena. Not to mention the direction that is rarely given in each assignment, which makes the completion of work often not achieved on time.

## **2. Literature Organizational culture**

Culture is a habit that is repeated intensively and is also important in shaping a person's character and way of taking an attitude both in an organization and in society. Based on the opinion expressed by (Robbins, Coulter and Cenzo, 2019), organizational culture is values, principles, traditions, and ways of doing things that influence the way member organizations act. The measurement of culture in this study refers to the opinion of (Robbins, Coulter and Cenzo, 2019), namely attention to detail, innovation, team orientation, task orientation, and aggressiveness.

### **Leadership Style**

A leader is someone who must organize or manage other people, and in this effort, a certain way or approach is needed. The way or approach that the leader always takes to the person he leads describes the leadership style. Leadership style is the nature, habits, temperament, character, and personality that distinguishes a leader in interacting with others (Blanchard, 2020). Leadership style is a mindset, behavior, strategy, technique, or the way a leader behaves in directing and influencing his subordinates while carrying out leadership tasks which can take the form of a pattern or another. The dimensions of the indicators used to measure leadership style in this research are charismatic (leader motivation, leader trust, and leader direction). Intellectual stimulation (overcoming problems, the leader stimulates the creativity of subordinates and the role of the leader towards problems); and intellectual behavior (individual attention, close communication with employees).

### **Organizational Commitment**

Organizational commitment is a person's behavior towards the organization in the form of loyalty and achievement of the vision, mission, and goals of the organization. A person is said to have a high commitment to the company and can be identified by characteristics including strong trust and acceptance of the goals and values of the organization, a strong will to work for the organization, and a strong desire to remain a member of the organization. Commitment is a sense of maintaining membership in an organization and continuing to try with all its might to achieve the goals and interests of the organization (Mahalingam and Suresh, 2018). The measures for achieving commitment in this study are trust and acceptance of organizational goals and values, genuine willingness to serve the interests of the organization, desire to maintain membership, contribution to every activity organized by the organization, and feeling a sense of belonging.

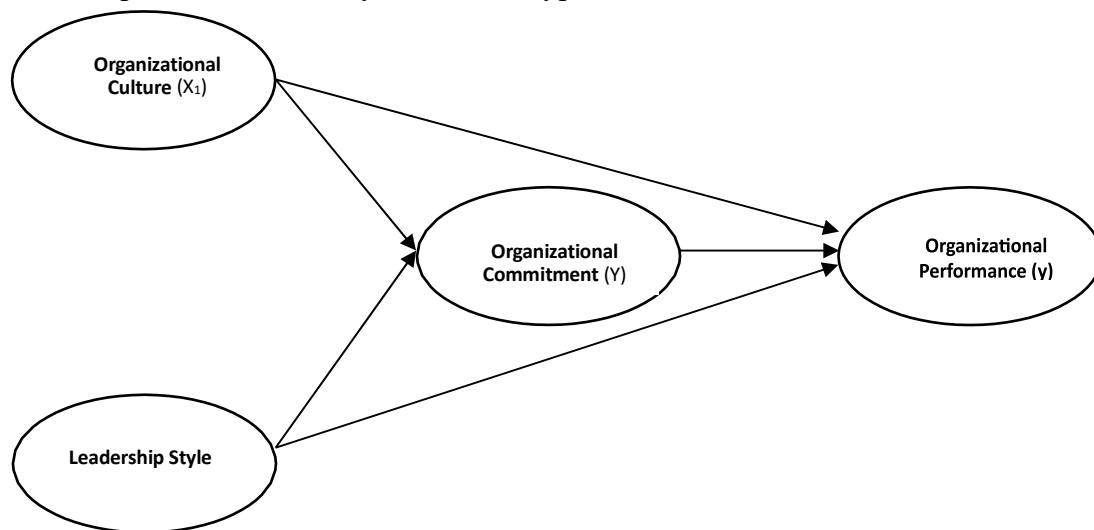
### **Organizational Performance**

The Balance Score Card (BSC) is a system used to measure comprehensive performance by measuring the financial and non-financial performance of an organization (Nuryaman and Saudi, 2018). The application of BSC in the public sector including the government requires several changes because this sector organization and the business world have visions and missions that are not in line. The government is tasked with providing services and value to the public and taxpayers. Therefore, the government's development program must provide results that are following the needs of the community. The dimensions and indicators are the growth

and learning perspective (employee capabilities, information system capabilities, and employee motivation and empowerment), the internal business process perspective (facilities and infrastructure, internal processes, and job satisfaction), the customer satisfaction perspective (physical form, reliability, responsiveness, assurance, and empathy), and a financial perspective (budget realization and budget efficiency).

### Research Paradigm

The authors perceived this study model and hypothesis as follows.



**Figure 1. Research Model**

#### A. Descriptive Hypothesis

H1: Culture, leadership style, commitment, and organizational performance at the Banda Aceh City Tourism Office are good.

#### B. Verification Hypothesis

H2: Culture influenced commitment.

H3: Leadership style influenced commitment

H4: Culture influenced organizational performance.

H5: Leadership style influenced organizational performance.

H6: Commitment influenced Organizational Performance

#### C. Mediation Hypothesis

H7: Culture influenced organizational performance through commitment.

H8: Leadership style influenced organizational performance through commitment.

#### Novelty

This study was conducted at the Banda Aceh City Tourism Office with civil servant and contract workers as respondents. So far there has been a decline in organizational performance but the cause is unknown. Based on observations, it is illustrated that leadership style is the main factor that influences and looks to have an impact on organizational performance. Comparison of previous research with current research, namely that there are several

similarities, among others, using the same variables, namely organizational culture, leadership style, commitment, and organizational performance. Differences on average such as the number of population and sample, the number of variables used, research locations, and data analysis. However, empirical research on the above is still very limited, so the question arises about what factors are the key causes empirically. Based on this description, it is necessary to conduct empirical research to ascertain the role of commitment in mediating culture and leadership style on organizational performance.

In addition, whether the organizational performance that has been going on so far has had an impact on the culture and leadership style at the Banda Aceh City Tourism Office has not been clearly described due to a lack of research on this matter. Therefore, this research can be something new for stakeholders by producing an empirical picture so that it can clarify the understanding gap that has been going on so far.

### 3. Method

This research was conducted at the Banda Aceh City Tourism Office. This study used a total population of 90 employees as a sample (using the census method). The sample collection technique used was a census so a total of 90 respondents were obtained. Data were collected by distributing questionnaires online. The Likert scale was used to measure data. The model test used a one-sample t-test for H1 (descriptive test), structural test using smartPLS for H2 to H6 (verification of direct effect test), and Sobel calculator for H7 and H8 (mediation effect test).

### 4. Results

#### H1: Descriptive Hypothesis

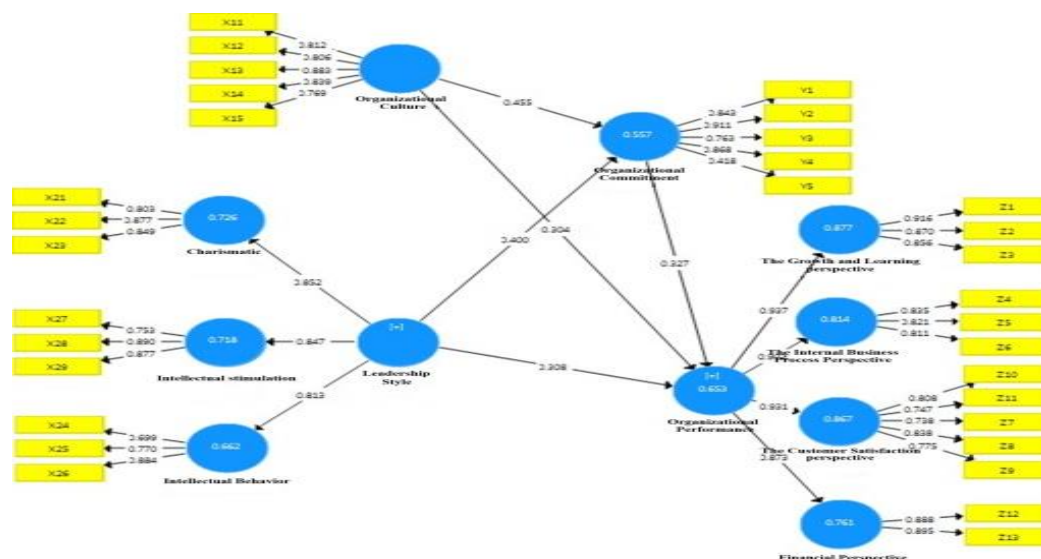
The one-sample test used a cut-off value of 3.41.

**Table 1. One Sample Test**

	Test Value = 3.41					
	Q	Df	Sig. (2-tailed)	Mean Differences	95% Confidence Interval of the Difference	
					Lower	Upper
Culture	11.155	88	.000	.65667	.5397	.7736
Leadership Style	18,911	88	.000	.59754	.5352	.6599
Commitment	30,077	88	.000	.88738	.8292	.9456
Organizational Performance	28,060	88	.000	.74251	.6903	.7947

From the table above it can be seen that the significance of all is under 0.05 so it explains the Culture, leadership Style, Commitment, and Organizational Performance have been going well. So, it rejects H0 and accepts H1.

#### Direct Effect Hypothesis



**Figure 2. Structural Model**

The results obtained are provided in the table below.

**Table 2. Path Coefficient**

Variable	Original Sample	Sample Means	Standard Deviation	T-statistics	P-values
Culture on Commitment	0.455	0.453	0.102	4.479	0.000
Leadership Style on Commitment	0.400	0.407	0.101	3.973	0.000
Culture on Performance	0.304	0.309	0.115	2.638	0.009
Leadership Style on Performance	0.308	0.307	0.103	2.993	0.003
Commitment on Performance	0.327	0.323	0.137	2.387	0.017

Table 2 formulates the equation:

$$\text{Commitment} = 0.455 \text{ Culture} + 0.400 \text{ Leadership Style}$$

$$\text{Organizational Performance} = 0.304 \text{ Culture} + 0.308 \text{ Leadership style} + 0.327 \text{ Commitment}$$

Based on the results can be explained as follows:

## H2: Culture on Commitment

The H2 test obtains by the value of t-statistics 4.479 with p 0.000. The influence size of culture on commitment is 0.455 or 45.5 %. Both of these values meet the requirements for H2 acceptance ( $0.000 < 0.05$ ), meaning culture influences commitment. These results are in line with (Asi, Gani and Sukmawat, 2021) which shows that culture affects commitment. Furthermore, (Heriyanti, 2007) found that culture influences commitment. The differences found in this study suggest that in addition to culture, satisfaction also influences commitment, and culture influences job satisfaction, job satisfaction can have a positive effect in mediating the relationship between culture and commitment. Then, research by (Sulaimiah and Abidin, 2022) also shows that culture influences commitment and performance, but commitment cannot mediate the impact of culture on performance.

### **H3: Leadership Style on Commitment**

The H3 test obtains the value of  $t$  – statistics of 3.973 with  $p$  0.000. The influence size of leadership style on commitment is 0.400 or 40 %. Both of these values have met the conditions for H3 acceptance ( $0.000 < 0.05$ ), meaning that leadership style influences commitment. (Surya, Piedade and Riana, 2022) are following this study and found that leadership style affects commitment. The difference findings between this study and (Surya, Piedade and Riana, 2022), is that leadership style is not proven to improve employee performance. In addition, commitment has an important role in improving employee performance. The relationship between leadership style and employee performance is mediated by commitment.

(Erawan, Mukhlis and Musnadi, 2021) in their research also proved that there is an influence of leadership style that has a positive and significant effect on commitment. The difference is, this study states that leadership style and organizational learning models affect personnel performance. Commitment affects personnel performance. Commitment partially mediates the influence of organizational and leadership learning models on personnel performance.

(Misran, Lubis and Idris, 2020) in their research is consistent with this study, found that leadership style is related to commitment. (Bagis et al., 2020) in their research showed that leadership style positively affected commitment. Referring to research conducted by (Arip, Haerani and Ismail, 2020) who in their research stated that leadership style has a positive and significant influence on commitment. Based on research conducted by (Senjaya and Anindita, 2020), have an agreement with this research which states that leadership style influences commitment.

### **H4: Culture on Organizational Performance**

The H4 test obtains by the value of  $t$  – statistics of 2.638 with  $p$  0.009. The influence size of culture on performance is 0.304 or 30.4 %. Both of these values are obtained to meet the conditions for H4 acceptance ( $0.009 < 0.05$ ), explaining that culture affects performance. This figures a better culture will improve organizational performance. Referring to research conducted by (Piantara et al., 2021) conducted research which showed that culture with work motivation has a very low correlation level and a positive value, the correlation between motivation and work environment has a very low level of relationship and a positive value and the correlation between culture and work environment has a low level of relationship and the value is positive. (Ramadhany, Asang and Hasniati, 2022) in their research show that there is a very strong significant influence between culture on organizational performance which is consistent with the results of this study. What distinguishes it is that there is a significant influence between OCB on organizational performance which is not analyzed in this study. Then based on research conducted by (Indah, Satrya and Lestari, 2022), it shows that culture and work motivation have a direct and significant influence on organizational performance.

### **H5: Leadership Style on Organizational Performance**

The H5 test obtains the value of  $t$  – statistics of 2.993 with  $p$  0.003. The influence size of leadership style on performance is 0.308 or 30.8 %. The two values obtained meet the conditions for H4 accepting ( $0.003 < 0.05$ ), meaning leadership style influences performance.



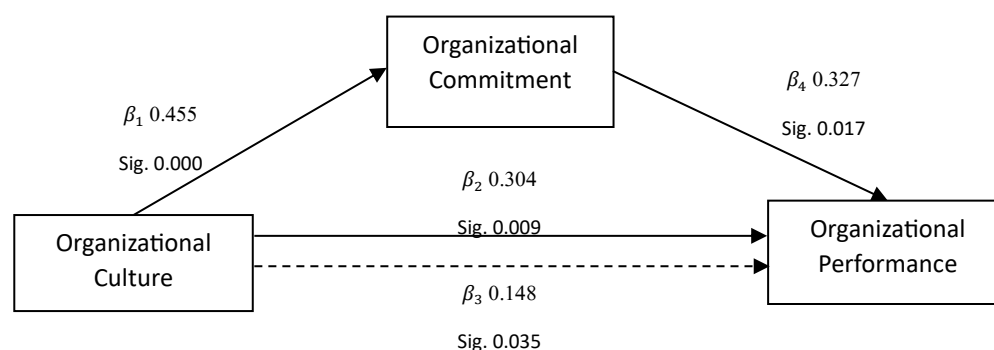
This explains the better the leadership style the higher organizational performance. Referring to research conducted by (Warahmah, Harmen and Kesuma, 2022) is in line with this study finding that leadership style influences organizational performance. (Salmi, Adam and Nizam, 2022) in their research also stated that leadership style directly affects organizational performance. Despite the differences found with these studies because overall these studies state that the work environment directly influences job satisfaction and organizational performance. Satisfaction affects organizational performance. Job satisfaction partially mediates the effect of leadership style and work environment on organizational performance. (Fachrizal, Adam and Yunus, 2022) in their research concluded that leadership style had a positive and significant effect on organizational performance.

### H6: Commitment on Organizational Performance

The H6 test obtains a significant value of 0.017. The influence size of commitment on performance is 0.327 or 32.7 %. The two values obtained have fulfilled the conditions for H6 acceptance ( $0.017 < 0.05$ ), explaining commitment influences performance. This reveals better commitment will improve performance. Referring to research conducted by (Adil, Sendow and Lumintang, 2018) found the same thing as in this study which stated that commitment had a positive and significant effect on organizational performance. Referring to the research put forward by (Manery, Kurniawan. and Kharis, 2018) shows that commitment and culture have a positive and significant effect on organizational performance. Then, (Sitio, 2021) in his research also shows that there is an influence of commitment on organizational performance so it is also following this study's finding.

### Mediation Hypothesis

### H7: Commitment Mediates the Culture on Performance



**Figure 3. Testing the Mediation Effect of H7**

Figure 3 is the H7 model. The z value is:

$$Z = \frac{a_1 b_1}{\sqrt{(b_1^2 SEa_1^2) + (a_1^2 SEb_1^2)}}$$

$$Z = 2.10$$

The display of the Sobel calculator for the H7 result is:

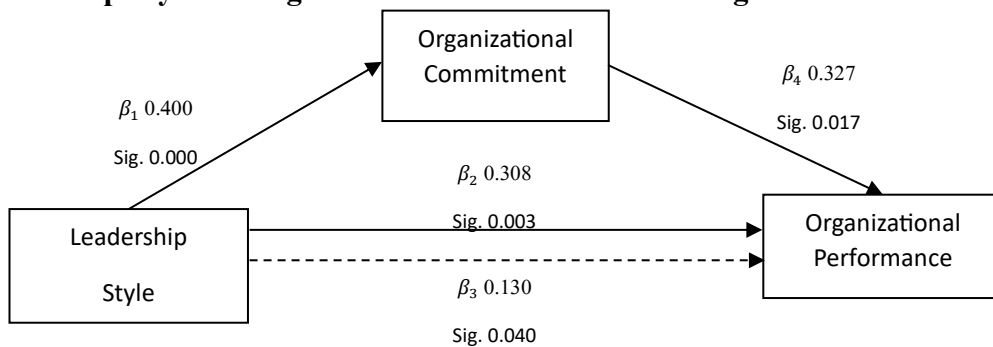
**Table 3. H7 test**

Input:		Test statistic:		Std. Error:	p-value:
a	0.455	Sobel test:	2.1045288	0.07069754	0.03533235
b	0.327	Aroian test:	2.06458453	0.07206535	0.03896233
s <sub>a</sub>	0.102	Goodman test:	2.14688502	0.06930273	0.03180244
s <sub>b</sub>	0.137	Reset all	Calculate		

Sobel test calculation found that the z value was 2.10 < 1.96 with p < 5%. These results prove commitment mediated culture affects organizational performance. This also explains that, because H2 is proven that culture can directly affect performance, and commitment can function as mediation in the culture affecting performance, so the commitment is proven as partial mediation in this H7 model.

Referring to the research conducted by (Fauzan et al., 2023), in his research, he proved that commitment can mediate the influence of culture on organizational performance. Furthermore, research conducted by (Fachrizal, Adam and Yunus, 2022) states that commitment partially mediates the influence of culture on organizational performance.

**H8 : Leadership Style on Organizational Performance Through Commitment**



**Figure 4. Testing the Mediation Effect of H8**

Figure 4 above is the H8 model. The z value from the Sobel test is:

$$Z = \frac{a_1b_1}{\sqrt{(b_1^2 SEa_1^2) + (a_1^2 SEb_1^2)}}$$

$$Z = 2.04$$

The display of Sobel calculation is as follows:

**Table 4. H8 test**

Input:		Test statistic:		Std. Error:	p-value:
a	0.400	Sobel test:	2.0442934	0.06398299	0.04092457
b	0.327	Aroian test:	1.99810301	0.06546209	0.04570549
s <sub>a</sub>	0.101	Goodman test:	2.09384278	0.06246887	0.03627399
s <sub>b</sub>	0.137	Reset all	Calculate		

The Sobel test calculation found that the  $z$  is  $2.04 > 1.96$  with  $p < 5\%$ . These prove commitment mediated leadership style on performance. This also explains that, because H3 is proven that leadership style can directly affect performance, and commitment can function as mediation in the leadership style effect on performance, so the commitment is proven as partial mediation in this H8 model. Referring to research conducted by Wahidi et al., (2020) concluded that commitment partially mediates the influence of culture on performance. This is consistent with the results of this study. (Wahyuni, 2022) with their research stated the suitability of this study which concluded that commitment partially mediates the influence of leadership on organizational performance.

## 5. Conclusion

The test result concludes that:

1. Culture, leadership style, commitment, and organizational performance at the Banda Aceh City Tourism Office have been going well.
2. Culture and leadership style influence the commitment of the Banda Aceh City Tourism Office. This indicates that the better culture and leadership style that is felt by employees will have a positive and real influence on the commitment that can be given to the organization.
3. Culture and leadership style influence organizational performance. This indicates that employees are getting better at having a suitable culture in the organization and also an appropriate leadership style at work, these two will have a positive and real influence on increasing organizational performance.
4. Commitment affects organizational performance. This indicates that the better the commitment possessed by employees, the more positive and real influence it will have on improving organizational performance.
5. Commitment mediates the culture and leadership style influence on organizational performance partially. This means that commitment of employees in the Banda Aceh City Tourism Office can also significantly mediate their culture and leadership style influence on performance, besides their culture and leadership style can affect performance directly without involving the commitment.

These findings illustrate that the organizational performance improvement model in the Banda Aceh City Tourism Office is a function of adjusting the culture and appropriate leadership style that can support organizational commitment. This finding is an important premise for the development of theories related to organizational performance, especially the organizational model that is the same as the Banda Aceh City Tourism Office that is being studied. The model can be used as a basis for further research by adding other variables. Practically, this model can also be the basis for preparing plans and strategies. Some of the recommendations made for research subjects, namely the Banda Aceh City Tourism Office, are as follows.

1. It is better to take several steps to overcome obstacles in obtaining the information needed by employees at work, such as by placing employees who have special abilities to work in the information field, keeping abreast of developments that are following the needs of the required information data, participating in various forms of training that

can develop capabilities in the field of information, establish good relations between agencies to support the availability of needed information, and update various information needed by agencies.

2. Various incentives can be given for by the Banda Aceh City Tourism Office for employees to improve their welfare, namely making efforts for all employees to be able to join and enjoy; Old Age Savings (THT), Pension, Work Accident Insurance (JKK), Death Insurance (JKM), and National Health Insurance (JKN).
3. To increase accuracy and attention to detail on every problem at work, employees should make several efforts, such as double-checking each job, focusing on the management stages that must be taken (planning, organizing, implementing, evaluating), and avoiding mixing things up. multiple jobs to work on at the same time.
4. Several recommendations for motivating employees to provide the best work results are: creating healthy competition between employees, respecting without exception, providing opportunities for all employees to develop, building trust in all employees, and providing additional incentives according to the burden. work for employees who work outside working hours.

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