



Personality, Leadership Style and Organizational Culture on Employee Performance: The Role of Work Involvement as a Mediating Variable

Angga Wira Setiawan^{*}, Anoesyirwan Moeins², John Very³

Universitas Putra Indonesia YPTK Padang
Email: anggawira.s.aws@gmail.com

Abstract

The objects in this study were employees who worked at the Regional Inspectorate and DPMD of Kerinci Regency. The type of research used in this research is quantitative research, the data collection method is through questionnaires. The analysis technique used is multiple linear regression analysis with the help of the SmartPLS 3.0 program. The sampling technique in this study used a saturated sample by analyzing 95 respondents. Based on the results of the analysis, it can be concluded that personality has a significant effect on work involvement. Leadership style has a significant effect on work involvement. Organizational culture has a significant effect on work involvement. Personality has a significant effect on employee performance. Leadership style has a significant effect on employee performance. Organizational culture has no significant effect on employee performance. Work involvement has no significant effect on employee performance. Work involvement does not mediate the relationship between personality and employee performance. Work involvement does not mediate the relationship between leadership style and employee performance. Work involvement does not mediate the relationship between organizational culture and employee performance.

Keywords: Personality, Leadership Style, Organizational Culture, Work Involvement, Employee Performance.

1. Introduction

In the era of reform and democratization, people's demands for improving the quality of public services from the government are increasing. The community hopes that the service process provided by the government can be obtained more efficiently, simply, smoothly, quickly, precisely, uncomplicated, friendly, humane, there is certainty and clarity of procedures and reasonable service requirements. In addition, there is an impression that local government public services still have weaknesses over time. This is indicated by the existence of various public complaints conveyed through the mass media, which can lead to a bad image of regional apparatus as an extension of the central government.

The Regional Inspectorate of Kerinci Regency as the Oversight Institution which is given the mandate to carry out the supervisory function in the area each year has the task of assisting the Regent in fostering and supervising the Implementation of Government Affairs which are the authority of the Region and Assistance

Tasks by regional apparatus. Therefore, employees at the Kerinci Regency Inspectorate must work quickly, precisely and professionally. In addition, leadership elements are needed to create a good working atmosphere and climate (Andriani et al., 2018).

For the goals that have been set can be achieved properly, the right strategy is needed as a support in realizing the targets that have been set. To realize good targets, the Kerinci District Inspectorate creates a strategy which includes determining policies, programs and activities to be carried out. The policy in principle contains provisions that serve as guidelines, guidelines or instructions for every effort and activity of the Regional Inspectorate of the Kerinci Regency to achieve the goals, objectives, mission and vision set. One measure of the performance of the employees of the Regional Inspectorate of Kerinci Regency is the realization of each target set every year. Below are presented the targets and results of achieving each of these goals.

Table 1.
Performance Achievements of the Regional Inspectorate of Kerinci Regency in 2019-2021

No	Program	Target	Realization		
			2019	2020	2021
1.	Office administration service program	100 %	98,54 %	94,41 %	94,73 %
2.	Facility and infrastructure improvement program	100 %	99,13 %	97,19 %	95, 07 %
3.	Apparatus resource capacity building program	100 %	92,35 %	99,35 %	90,82 %
4.	Program to improve the development of SKPD performance reporting system	100 %	97,84 %	99,22 %	94,94 %
5.	Policy implementation monitoring system improvement program	100 %	96,59 %	94,29 %	86,64 %
6.	Program to increase the professionalism of inspectors and supervisory apparatus	100 %	92,24 %	99,06 %	95,79 %

Sumber: Regional Inspectorate of Kerinci Regency

Based on the table above, it can be seen that the achievements of the main performance indicators of the Kerinci Regional Inspectorate for 3 years, starting from 2019-2021 are still below the set target of 100%. Performance achievement has fluctuated. Even though the budget is sufficiently available, the Regional Inspectorate of Kerinci Regency employees have not been able to realize 100% of the predetermined work program. It indicates that the performance of the Kerinci Regional Inspectorate is still not optimal and needs to be improved.

Concerning employee performance, based on preliminary observations that the author made at the Community and Village Empowerment Service of Kerinci Regency, it shows that the performance of some employees is still low, an indication of the low performance of some employees at the Community and Village Empowerment Service of Kerinci Regency, among others, can be seen in the following table:

Table 2.
Measurement of Achievement of Key Performance Indicators Community and Village Empowerment Office of Kerinci Regency

No	Indicators	Performance Indicators (Outcome)	Year		
			Target	Realization	Achievement
1	Increasing the Human Resources of the Village Apparatus	Number of Village Government apparatuses fostered	100%	95%	95%
2	Orderly management of Village Finances	Percentage of village financial realization	100%	90%	90%
3	Data of Village Assets	Percentage of villages submitting asset reports	100%	93%	93%
5	Increased community satisfaction	Value of IKM	Very Good	Good	Good
6	Increased Performance Accountability	Value of AKIP from Inspectorat	B	B	B
7	Increased role and active village community institutions	Average Number of groups assisted by community empowerment institutions (LPM)	0,35	0,30	86%

No	Indicators	Performance Indicators (<i>Outcome</i>)	Year		
			Target	Realization	Achievement
8	Increased Participation of Community Institutions in Village Development	Number of LPM built	5 LPM	5 LPM	100%
9	Increasing the formation and development of Village Owned Enterprises	Number of Village Owned Enterprises (BUMD)	285 BUMD	280 BUMD	98%
10	Increasing Number of Home Industries	Number of fostered Posyantek groups	16 group	15 group	94%
11	Increasing people who take advantage of TTG	Percentage of the use of TTG for the community	16,84	15,84	94%
12	Increased TTG Achievement	PPT presentation with achievements at the district level	55,56	55,56	100%
		Percentage of TTG with achievements at the provincial level	33,33	33,33	100%

Source: PMD Office of Kerinci Regency in 2022

From the data above it can be seen that the main performance achievements of the Community and Village Empowerment Office of Kerinci Regency are still below the set target, this indicates that the function of the Kerinci Regency Community and Village Empowerment Service has not run as expected and this cannot be separated from the role of its employees as the spearhead who carries out the functions of the Community and Village Empowerment Office of the Kerinci Regency, it means that the employee's performance has not been optimal. As the predicted dependent variable, employee performance is influenced by various factors. In this study, the authors suspect that personality, leadership style and organizational culture influence the performance of the Community and Village Empowerment Office of Kerinci Regency employees.

From the data above it can be seen that the main performance achievements of the Community and Village Empowerment Office of Kerinci Regency are still below the set target, this indicates that the function of the Kerinci Regency Community and Village

Empowerment Service has not run as expected and this cannot be separated from the role of its employees as the spearhead who carries out the functions of the Community and Village Empowerment Office of the Kerinci Regency, it means that the employee's performance has not been optimal. As the predicted dependent variable, employee performance is influenced by various factors. In this study, the authors suspect that personality, leadership style and organizational culture influences the performance of employees of the Community and Village Empowerment Office of Kerinci Regency.

2. Methods

This research was conducted at the Regional Inspectorate and DPMD of Kerinci Regency. This study will empirically discuss the influence of personality, leadership style, and organizational culture on employee performance with work involvement as an mediating variable.

Table 3.
Operational Definition of Research Variables

Variables	Variable Operational Definitions	Indicators
Employee Performance	Employee performance is a work achieved by a person or group of people in an organization in accordance with the specified standards as well as their respective	1. Quality 2. Quantity 3. Punctuality 4. Effectivity

Variables	Variable Operational Definitions	Indicators
	authorities and responsibilities to achieve goals	5. Independence 6. Commitment 7. Responsibility
Work Involvement	Job involvement is the extent to which an employee involves physical, cognitive and emotional roles in work and takes sides with his organization and considers that work is very important for his self-image..	1. Actively participate in work 2. Work as a priority 3. Seeing his work as important for self-esteem.
Personality	Personality is something that determines individual behavior in a set situation and in a predetermined soul consciousness.	1. Ekstraversion 2. Friendliness 3. Precautions 4. Emotional Stability 5. Openness
Leadership Style	Leadership style is the ability that a person has to influence other people to work together to achieve organizational goals and objectives	1. Leader relationship with subordinates 2. Leader's willingness to accept suggestions from subordinates 3. Willingness of the leader to help overcome the difficulties of subordinates 4. The willingness of leaders to delegate authority to subordinates 5. The willingness of leaders to accept changes that occur in the implementation of work
Organization Behavior	Organizational culture is a system of values, beliefs, and habits within an organization that interact with the formal system structure to produce organizational behavior norms.	1. Awareness 2. Aggressiveness 3. Personality 4. Performance 5. Orientation

The population for the study were all civil servants in the Regional Inspectorate and DPMD of Kerinci Regency, totalling 101 people.

Table 4
Research Sample

No	Explanation	Total
1	Inspektorat Daerah Kabupaten Kerinci	50
2	Dinas Pemberdayaan Masyarakat dan Desa	51
Jumlah		101

Source: *Inspectorat Data, 2023*

Sampling in this study is using saturation sampling technique or method. The Saturated sampling method is when all members of the population are used as samples (Naderifar et al., 2017).

In this study, the authors used two data sources, namely: Primary data from this study included data obtained from employees at the Regional Inspectorate and

DPMD Kerinci Regency based on a list of questions (questionnaire), and secondary data in the form of employee data at the Regional Inspectorate and DPMD Kerinci Regency.

To obtain the data in this study, data collection techniques were used: Library Data Collection Techniques (Library Research) and Field Data Collection Techniques (Field Research).

The research instrument used in this study was a questionnaire consisting of personality variables (X1), leadership style (X2), organizational culture (X3), employee performance (Y), and work involvement (Z). Filling in the questionnaire was measured using a Likert scale.

Table 5
Research Instruments

Alternative Answers	Value Weight
Strongly Agree (SA)	5

Alternative Answers	Value Weight
Agree (A)	4
Neutral (N)	3
Disagree (D)	2
Strongly Disagree (STS)	1

To test the research instrument used validity and reliability tests. Validity and reliability tests are used to test the instruments used to measure the research variables used in this study.

The data analysis method in this study used the Structural Equation Modeling (SEM) tool using the Partial Least Square (PLS) program.

Descriptive statistical analysis was used to analyze employee data one by one based on the respondents' answers, which were collected based on the questionnaire that the respondents filled in during the research.

Structural Equation Modeling (SEM) is a set of statistical techniques that allows testing a relatively complex set of relationships that linear regression equations cannot solve (Lefcheck, 2016). SEM can also be considered a combination of regression and factor analysis. On the other hand, it is also called Path Analysis or Confirmatory Factor Analysis, because both are special types of SEM. This relationship can be built between one or several dependent variables with one or several independent variables (Phakiti, 2018).

Meanwhile, Partial Least Square (PLS) itself is a technique in variant-based statistics designed to solve multiple regression problems. SEM with PLS is an alternative technique in SEM analysis where the data used does not have to be multivariate normal distribution. In SEM with PLS the value of the latent variable can be estimated according to the linear combination of 82 manifest variables associated with a

latent variable and is treated to replace the manifest variable. The analytical method uses Structural Equation Modeling (SEM) with SMART-PLS (Partial Least Square) 3.0 with Descriptive Research analysis using construct validity tests (convergent validity, discriminant validity), reliability tests, and structural models.

The measurement model (outer model) aims to evaluate the construct variables studied, the validity (accuracy), and profitability (reliability) of a variable. The Validity Test and Reliability Test are measured in measuring the outer model. The structural or inner model describes the relationship model between latent variables formed based on the substance of the theory. The structural model or (inner model) aims to test the research hypothesis. The parts that need to be analyzed in the structural model are the coefficient of determination (R-Square), path coefficients and hypothesis testing (Gogan et al., 2016)

3. Result and Discussion

Result

The data processing technique in this study used the Partial Least Square (PLS) based SEM method requiring 2 stages for assessing a research model, namely the outer model and the inner model. These stages are as follows:

Outer model testing was carried out based on the results of the questionnaire trials that had been carried out for all research variables. There are three criteria in using data analysis techniques to assess the outer model: Convergent Validity, Discriminant Validity and Composite Reliability. In the development stage, a correlation of 0.50 to 0.6 is considered adequate or still acceptable. In this study the limits of Convergent Validity values are above 0.5.

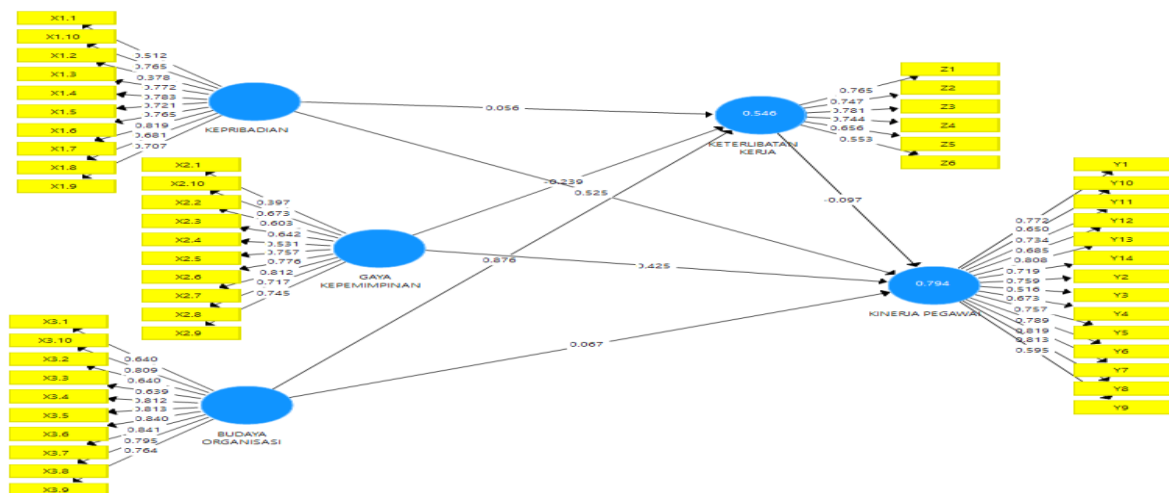


Figure 1. Outer Model Test Results Before Elimination

Based on the picture above it can be seen that each of the variable indicators above where some statements have an outer model loading value of less than 0.6 so that some invalid statements are eliminated or deleted.

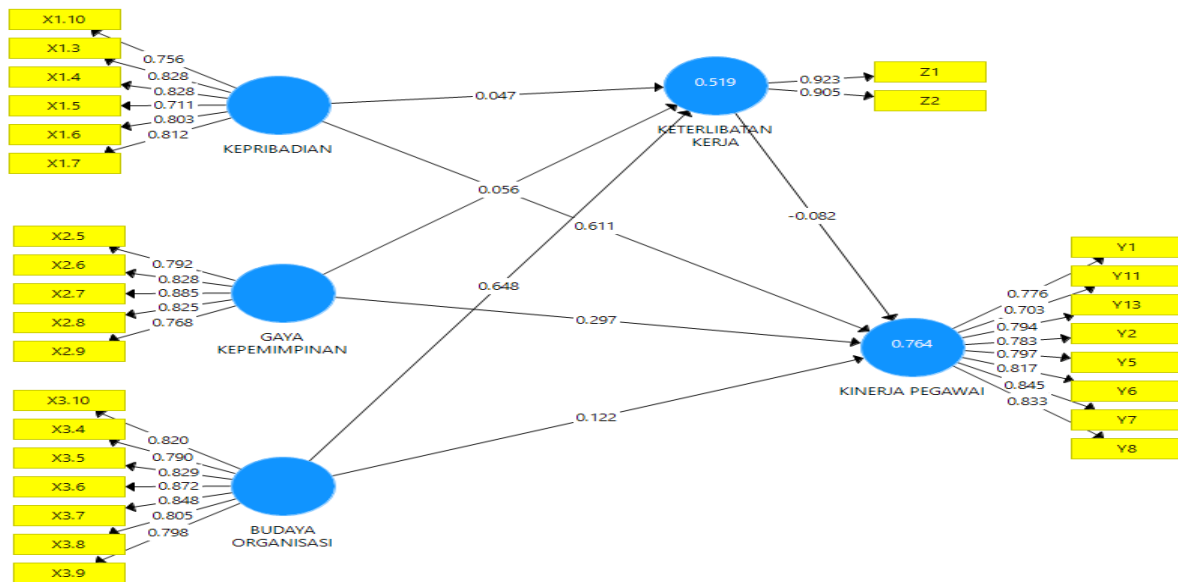


Figure 2. Outer Model Test Results After Elimination

Based on the results of testing the outer model using SmartPLS, the correlation values obtained between the items of the research variable statements are as follows:

Based on the outer model testing on the PLS algorithm, the convergent validity test results are as follows:

Table 6.
 Outer Loading of Personality Variable

No	Indicators	Convergent Validity	Exp
1	X1.3	0,828	Valid
2	X1.4	0,828	Valid
3	X1.5	0,711	Valid
4	X1.6	0,803	Valid
5	X1.7	0,812	Valid
6	X1.10	0,756	Valid

Source: Data processed by authors, 2023

In this study, the limits of convergent validity values were > 0.60; thus, all personality indicator variables were valid because they had convergent validity values > 0.60. Based on the outer model testing on the PLS algorithm, the convergent validity test results are as follows:

Table 7.
 Outer Loading of Leadership Style Variable

No	Indicators	Convergent Validity	Exp
1	X2.5	0,792	Valid
2	X2.6	0,828	Valid
3	X2.7	0,885	Valid
4	X2.8	0,825	Valid
5	X2.9	0,768	Valid

1	X2.5	0,792	Valid
2	X2.6	0,828	Valid
3	X2.7	0,885	Valid
4	X2.8	0,825	Valid
5	X2.9	0,768	Valid

Source: Data processed by authors, 2023

In this study, the limits of convergent validity values were > 0.60; thus, all leadership style variable indicators were valid because they had convergent validity values > 0.60. Based on the outer model testing on the PLS algorithm, the convergent validity test results are as follows:

Table 8.
 Outer Loading of Organization Behaviour Variable

No	Indicators	Convergent Validity	Exp
1	X3.4	0,790	Valid
2	X3.5	0,829	Valid
3	X3.6	0,872	Valid
4	X3.7	0,848	Valid
5	X3.8	0,805	Valid
6	X3.9	0,798	Valid
7	X3.10	0,820	Valid

Source: Data processed by authors, 2023

In this study, the limits of convergent validity values were > 0.60; thus, all organizational culture indicator

variables were valid because they had convergent validity values > 0.60.

Based on the outer model testing on the PLS algorithm, the convergent validity test results are as follows:

Table 9.
Outer Loading of Work Involvement Variable

No	Indicators	Convergent Validity	Exp
1	Z1	0,923	Valid
2	Z2	0,905	Valid

Source: Data processed by authors, 2023

In this study, the limits of convergent validity values were > 0.60; thus, all indicator variables of work involvement were valid because they had convergent validity values > 0.60.

Based on the outer model testing on the PLS algorithm, the convergent validity test results are as follows:

Table 10.
Outer Loading of Employee Performance Variable

No	Indicators	Convergent Validity	Exp
1	Y1	0,776	Valid
2	Y2	0,783	Valid
3	Y5	0,797	Valid
4	Y6	0,817	Valid
5	Y7	0,845	Valid
6	Y8	0,833	Valid
7	Y11	0,703	Valid
8	Y13	0,794	Valid

Source: Data processed by authors, 2023

This study's convergent validity value was > 0.60; thus, all employee performance variable indicators were valid because they had convergent validity values > 0.60.

Discriminant validity can also be known by looking at each indicator's average variant extracted (AVE) value, and the value must be > 0.6 for a good model.

Table 11. Average Variant Extracted (AVE)

Variable	AVE
Employee Performance (Y)	0,631
Personality (X1)	0,626
Leadership (X2)	0,673
Organization Behavior (X3)	0,678

Work Involvement (Z)	0,835
----------------------	-------

Source: Data processed by authors, 2023

Table 11 shows that the AVE value of employee performance variables, personality, leadership style, organizational culture and work involvement > 0.6. Thus it can be stated that each variable has good discriminant validity.

Once the level of data validity is known, the next step is to determine the level of data reliability or the level of reliability of each construct or variable. This assessment is by looking at the composite reliability and cronbach alpha value, the value of each construct is said to be reliable if it gives a cronbach alpha value > 0.70

Table 12. Construct Reliability and Validity Values

Variables	Cronbach's Alpha	Composite Reliability	AVE
Employee Performance (Y)	0,916	0,932	0,631
Personality (X1)	0,880	0,909	0,626
Leadership (X2)	0,878	0,911	0,673
Organization Behavior (X3)	0,921	0,936	0,678
Work Involvement (Z)	0,803	0,910	0,835

Source: Data processed by authors, 2023

Based on Table 12 above, it has been found that the Cronbach alpha value is > 0.70. This means that the level of data reliability is good or reliable. Then the composite reliability value of each construct > 0.70 so it can also be concluded that the level of data reliability is good or reliable.

Based on the structure of the outer model, the model equation can be formed as follows:

1. The Equation Model I, is an illustration of the magnitude of the influence of personality constructs, leadership style, organizational culture on work involvement with the existing coefficients plus the error rate which is an estimation error or which cannot be explained in the research model

$$Z = 0,047 X1 + 0,056 X2 + 0,648 X3$$

2. Equation II model illustrates the magnitude of the influence of personality constructs, leadership style, organizational culture, and work involvement on employee performance with the existing coefficients plus the error rate which is an estimation error or which cannot be explained in the research model.

$$Y = 0,611 X1 + 0,297 X2 + 0,122 X3 - 0,082 Z$$

The next testing process is testing the inner model or structural model which aims to determine the relationship between constructs as has been hypothesized. The structural model is evaluated by

considering the endogenous construct's R-square value from the influence it receives from the exogenous construct. The following is the structural model of the test results using SmartPLS:

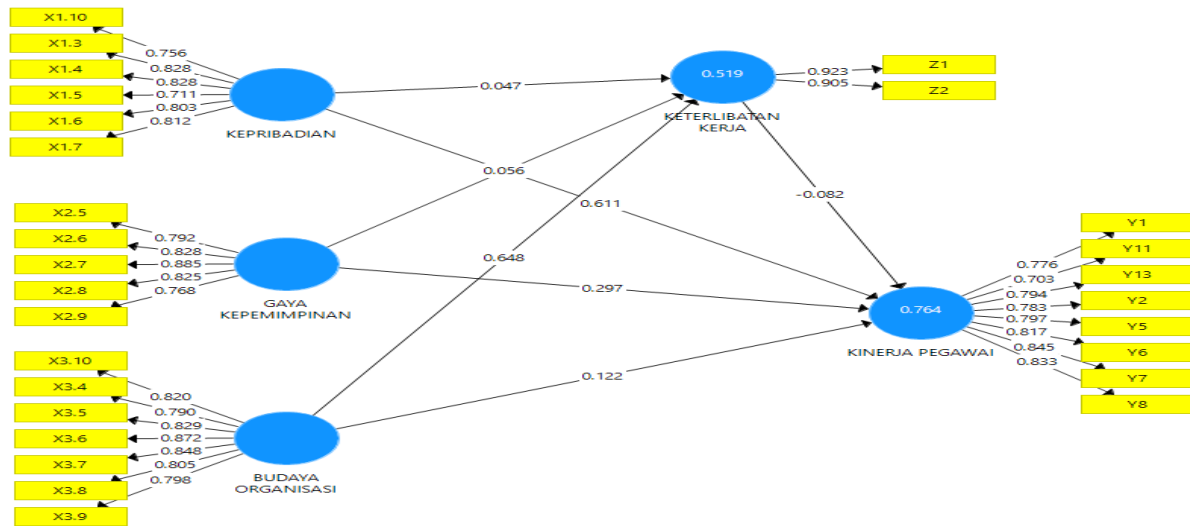


Figure 3. Inner Model Test Results

Next, as explained earlier, the assessment of the inner model will be evaluated through the R-Square value to assess the effect of certain exogenous latent constructs on endogenous latent constructs and whether they have a substantive effect. The following is the R-Square estimate:

Table 13. R-Square Test Results

Variables	R-Square	R-Square Adjusted
Work Involvement (Z)	0,519	0,503
Performance (Y)	0,764	0,754

Source: Data processed by authors, 2023

Table 13 above shows that the R-Square value for the work involvement construct is 0.519 or 51.9%, indicating the magnitude of the influence exerted by the personality construct, leadership style and organizational culture in explaining or influencing work involvement and the remaining 48.1% influenced by other variables not examined in this study. Meanwhile, the R-Square value of the employee performance construct is 0.764 or 76.4%, indicating the magnitude of the influence exerted by the personality construct, leadership style, organizational culture and work involvement in explaining or influencing employee performance, and the remaining 23.6% is influenced by variables others that were not examined in this study.

The following is the SmartPLS output, which describes the estimated output for the path coefficient test:

Table 14. Path Coefficients Results

Hypothesis	Description	O	M	STDEV	P- Values	Keterangan
H1	Personality (X1) on Work Involvement (Z)	0,047	0,065	0,164	0,773	Hypothesis Rejected
H2	Leadership Style on (X2) Work Involvement (Z)	0,056	0,081	0,158	0,723	Hypothesis Rejected
H3	Organizational Culture on (X3) Work Involvement (Z)	0,648	0,615	0,198	0,001	Hypothesis Accepted
H4	Personality (X1) on Employee Performance (Y)	0,611	0,596	0,087	0,000	Hypothesis Accepted
H5	Leadership Style (X2) on Employee Performance (Y)	0,297	0,302	0,083	0,000	Hypothesis Accepted
H6	Organizational Culture (X3) on Employee Performance (Y)	0,122	0,117	0,089	0,172	Hypothesis Rejected

Hypothesis	Description	O	M	STDEV	P- Values	Keterangan
H7	Work Involvement (Z) on Employee Performance (Y)	-0,082	-0,081	0,087	0,348	Hypothesis Rejected

Source: Data processed by authors, 2023

Based on Table 14 above, it can be seen that the results of testing the research hypothesis starting from hypotheses three, four and five were accepted because the original sample was positive, with t-statistic > 1.96

and P values <0.05. And hypotheses one, two, six and seven were rejected because the t-statistic was < 1.96 and P values > 0.05.

Table 15. Results Specific Indirect Effects

Hypothesis	Description	O	STDEV	P Values	Keterangan
H8	Personality (X1) on Employee Performance (Y) Work Involvement (Z)	-0,004	0,018	0,833	Hypothesis Rejected
H9	Leadership Style (X2) on Employee Performance (Y) through Work Involvement (Z)	-0,005	0,020	0,882	Hypothesis Rejected
H10	Organizational Culture (X3) on Employee Performance (Y) through Work Involvement (Z)	-0,053	0,059	0,373	Hypothesis Rejected

Source: Data processed by authors, 2023

Based on Table. 15 path analysis of t-statistical or t-count values helps assess whether the hypothesis is accepted or rejected by comparing the t-statistical or t-count value with t-table 1.96 (with an error of rejecting the data of 5%). T-statistic value > t-table 1.96 or 0.211 <1.96, P-Value 0.833 > 0.05 thus the hypothesis cannot be accepted or H0 is accepted and H8 is rejected, in other words there is no significant influence on personality on employee performance through work involvement.

The t-statistic value > t-table 1.96 or 0.226 <1.96, the P-Value 0.822 > 0.05 thus the hypothesis cannot be accepted or H0 is accepted and H9 is rejected, in other words there is no significant effect of force leadership on employee performance through work involvement.

The t-statistic value > t-table 1.96 or 0.892 <1.96, the P-Value 0.373 > 0.05 thus the hypothesis cannot be accepted or H0 is accepted and H10 is rejected, in other words there is no significant cultural influence organization on employee performance through work involvement.

Discussions

The Effect of Personality on Work Involvement

Based on the results of data processing using SmartPLS, the t-statistic value for the personality variable was 0.289 < t-table 1.96 and the p-value was 0.773 > 0.05 so it was concluded that personality had no significant effect on work involvement, thus the hypothesis was rejected. Personality is a characteristic found in individuals to describe behavior used to interact with the

environment (McCormick et al., 2019). Personality is how individuals interact and react in their environment (Canning et al., 2020). Job involvement is the degree to which a person's work performance affects his self-esteem and the degree to which a person psychologically identifies with his work or the importance of work in his total self-image. Individuals with high involvement identify themselves with their work and consider it a crucial thing in their lives.

The results of this study are not in line with research conducted by (Dwirosanti, 2017), showing that personality has a direct positive and significant effect on work involvement. It shows the vitality of personality existence for increasing work involvement.

The Effect of Leadership Style on Work Involvement

Based on the results of data processing using SmartPLS, the t-statistic value for the leadership style variable is 0.355 < t-table 1.96 and the p-value is 0.723 > 0.05 so it is concluded that leadership style has no significant effect on work involvement, thus the hypothesis rejected. Leadership in the organization and has a direct and indirect effect on employee performance. The organizational leadership role supports the leadership style process: collaboration, commitment and creativity. Organizational leaders will be able to create conditions as a basis for character to encourage and support employee leadership styles that ultimately promote employees' best performance.

The results of this study are not in line with research conducted by (Håvold et al., 2021) which shows that

leadership significantly influences work involvement.

The Influence of Organizational Culture on Work Involvement

Based on the results of data processing using SmartPLS, the t-statistic value for the organizational culture variable is $3.273 > t\text{-table } 1.96$ and the p-value is $0.001 < 0.05$ so it is concluded that organizational culture has a significant effect on work involvement, thus the hypothesis is accepted.

Work involvement is people's mental and emotional involvement in group situations that encourage them to contribute to group goals and share responsibility for achieving those goals. According to (Soares & Mosquera, 2019) defines that work involvement occurs when organizational members place themselves in physical, cognitive, and emotional roles during work.

According to (Rivai et al., 2019) organizational culture is what employees feel and how this perception creates an exemplary pattern of beliefs, values, and expectations. Culture is an exemplary pattern of essential acceptance when found and developed by certain groups as a learning effort to overcome problems of external adaptation and internal integration.

The Effect of Personality on Employee Performance

Based on the results of data processing using SmartPLS, the t-statistic value for the personality variable was $6.994 > t\text{-table } 1.96$ and the p-value was $0.000 < 0.05$ so it was concluded that personality has a significant effect on employee performance, thus the hypothesis is accepted. Personality is an important factor for an agency to see the performance of its employees because a person's personality will determine the results of his work. Personality is the background of a person's behavior. It means that personality shows the behavior of an individual's attitudes to be able to do, know, think in an organization. Personality will usually be reflected in the employee's daily life, how he reacts or responds when he gets and completes tasks from the organization. Usually it will be seen in the work environment how employees socialize and speak good words to superiors, fellow degrees and subordinates.

The results of this study are in line with research conducted by (Yang & Hwang, 2014) indicating that personality has a significant influence on employee performance.

The Effect of Leadership Style on Employee Performance

Based on the results of data processing using SmartPLS, the t-statistic value for the leadership style variable is $3.574 > t\text{-table } 1.96$ and the p-value is $0.000 < 0.05$ so it is concluded that leadership style has a significant effect

on employee performance, thus the hypothesis is accepted. Leadership is the ability of individuals to influence, motivate, and enable others to contribute to the effectiveness and success of the organization. So it can be said that leadership is a way of influencing and motivating other people so that that person wants to contribute to the organization's success. Leadership in the organization is directed to influence the people they lead, so they want to do as expected or directed by other people who lead them.

The results of this study align with research conducted by which shows that leadership has a positive and significant influence on employee performance (Putra et al., 2021). However, the research results conducted by (Prabowo et al., 2018) show that leadership has no significant effect on employee performance.

The Influence of Organizational Culture on Employee Performance

Based on the results of data processing using SmartPLS, the t-statistic value for the organizational culture variable is $1.367 < t\text{-table } 1.96$ and the p-value is $0.172 > 0.05$, so it can be concluded that organizational culture has no significant effect on employee performance, thus the hypothesis rejected.

Organizational culture is the values and norms adopted and carried out by an organization related to the environment in which the organization carries out its activities. The compatibility between personal values and company values will improve performance.

Organizational culture is what employees perceive and how this perception creates patterns of beliefs, values, and expectations. Employees as part of the company's organization will perceive the organizational cultural values that exist in the company, whether the company's values follow individual values.

The results of this study are not in line with research conducted by (Kuswati, 2020) indicating that organizational culture has a positive and significant influence on employee performance.

The Effect of Work Involvement on Employee Performance

Based on the results of data processing using SmartPLS, the t-statistic value for the work involvement variable is $0.939 < t\text{-table } 1.96$ and the p-value is $0.348 > 0.05$ so it is concluded that work involvement has no significant effect on employee performance, thus the hypothesis rejected.

The performance of its employees largely determines the success of an organization. Performance is the quantity or quality of the work of individuals or groups

within the organization in carrying out the main tasks and functions guided by norms, standard operating procedures, criteria and measures that have been set or that apply in the organization.

In improving performance, there must be high employee involvement and care about their work to provide good performance results. Job involvement is the level of work experienced by employees that affects self-esteem and performance. Work involvement is related to individual psychology which is important for individual image.

The results of this study are not in line with research conducted by (Riyanto et al., 2021) which shows that work involvement has a positive and significant impact on employee performance.

The Effect of Personality on Employee Performance through Work Involvement

Based on the results of data processing using SmartPLS, the t-statistic value for the personality variable on employee performance through work involvement was $0.211 < t\text{-table } 1.96$ and the p-value was $0.833 > 0.05$, so it was concluded that personality on employee performance through work involvement has no significant effect; thus the hypothesis is rejected. It means that work involvement cannot mediate the influence of personality on employee performance.

Performance can be measured if the individual already has criteria or benchmark success standards set by the organization. Therefore, if there are no goals and targets set in measurement, it is impossible to know a person's or organization's performance if there are no benchmarks for success (Andriani et al., 2018).

Personality is an important factor for an agency to see the performance of its employees because a person's personality will determine the results of his work. Personality is the background of a person's behavior. This means that personality shows the behavior of an individual's attitudes to be able to do, know, think in an organization.

Personality will usually be reflected in the employee's daily life, how he reacts or responds when he gets and completes tasks from the organization. Usually it will be seen in the work environment how employees socialize and speak good words to superiors, fellow degrees and subordinates.

The Effect of Leadership Style on Employee Performance through Work Involvement

Based on the results of data processing using SmartPLS, the t-statistic value for the leadership style variable on employee performance through work involvement was

$0.226 < t\text{-table } 1.96$ and the p-value was $0.822 > 0.05$ so it was concluded that leadership style on employee performance through work involvement has no significant effect, thus the hypothesis is rejected. It means that work involvement cannot mediate the effect of leadership style on employee performance.

Leadership in the organization is directed to influence the people they lead, so they want to do as expected or directed by other people who lead them. Performance is a person's success in carrying out tasks, work results that a person or group of people can achieve in an organization following their respective authorities and responsibilities or about how a person is expected to function and behave following the tasks assigned to him as well as the quantity, quality and time spent on tasks.

The Influence of Organizational Culture on Employee Performance through Work Involvement

Based on the results of data processing using SmartPLS, the t-statistic value for the organizational culture variable on employee performance through work involvement was $0.892 < t\text{-table } 1.96$ and the p-value was $0.373 > 0.05$ so it was concluded that organizational culture on employee performance through work involvement has no significant effect, thus the hypothesis is rejected. This means that work involvement cannot mediate organizational culture's influence on employee performance.

According to (Robbins et al., 2013) a strong organizational culture tends to show a relationship with good organizational performance. Organizational culture is an even more important factor in determining the success or failure of an organization. Organizational culture develops easily in organizations full of rational and rational people. smart, so that organizational culture can be made to improve performance further.

Factors influencing employee performance are attractive jobs, salary, security and protection, appreciation of the purpose and meaning of work, work environment or atmosphere, work motivation, involvement in the organization, understanding and sympathy of leaders, organizational culture, and work discipline.

4. Conclusions

Based on the results of data analysis and interpretation of research results and discussions that have been submitted. So the conclusions from the results of the study are as follows:

1. Personality does not affect the work involvement of employees of the Inspectorate Office and DPMD of Kerinci Regency.

2. Leadership style does not affect the work involvement of employees of the Inspectorate Office and DPMD of Kerinci Regency.
3. Organizational culture has a positive and significant effect on the work involvement of employees of the Inspectorate Office and DPMD of Kerinci Regency.
4. Personality has a positive and significant effect on the performance of employees of the Inspectorate Office and DPMD of Kerinci Regency.
5. Leadership style has a positive and significant effect on the performance of employees of the Inspectorate Office and DPMD of Kerinci Regency.
6. Organizational culture does not affect the performance of employees of the Inspectorate Service and DPMD of Kerinci Regency.
7. Work involvement does not affect the performance of employees of the Inspectorate Office and DPMD of Kerinci Regency.
8. Work involvement does not mediate the relationship between personality and the performance of employees of the Inspectorate Office and DPMD of Kerinci Regency.
9. Work involvement does not mediate the relationship between organizational culture and the performance of employees of the Inspectorate Office and DPMD of Kerinci Regency.
10. Work involvement does not mediate the relationship between leadership style and employee performance at the Inspectorate Service and DPMD in Kerinci Regency.

Based on the results of the research, discussion and conclusions obtained, the suggestions that the author can give are as follows:

1. To the head of the Inspectorate Service and DPMD of Kerinci Regency to pay more attention to and encourage employee work involvement, leadership style, and organizational culture and provide an example of good personality and role model for employees so that employee performance will increase.
2. High performance for employees will be created when employees carry out tasks on their own initiative without coercion or intervention from other parties, leaders support employee creativity, and employees will continue to comply with regulations even though there is no supervision from leaders.
3. Future researchers should pay attention to things such as the research subject also needs to be expanded with a larger number of respondents so that the accuracy of the model with variations in its influence can be even higher in finding the optimal model for the variables studied and increasing the number of independent variables so

that the effect on employee performance is more complex, such as work discipline, training, work environment, self-efficacy, career development, compensation, work performance, commitment, organizational climate, etc.

References

- Andriani, S., Kesumawati, N., & Kristiawan, M. (2018). The influence of the transformational leadership and work motivation on teachers performance. *International Journal of Scientific & Technology Research*, 7(7), 19–29.
- Canning, E. A., Murphy, M. C., Emerson, K. T. U., Chatman, J. A., Dweck, C. S., & Kray, L. J. (2020). Cultures of genius at work: Organizational mindsets predict cultural norms, trust, and commitment. *Personality and Social Psychology Bulletin*, 46(4), 626–642.
- Dwirosanti, N. (2017). Impact of transformational leadership, personality and job involvement to organizational citizenship behavior. *IJHCM (International Journal of Human Capital Management)*, 1(02), 27–36.
- Gogan, L. M., Artene, A., Sarca, I., & Draghici, A. (2016). The impact of intellectual capital on organizational performance. *Procedia-Social and Behavioral Sciences*, 221, 194–202.
- Håvold, O. K. S., Håvold, J. I., & Glavee-Geo, R. (2021). Trust in leaders, work satisfaction and work engagement in public hospitals. *International Journal of Public Leadership*, 17(2), 145–159.
- Kuswati, Y. (2020). The influence of organizational culture on employee performance. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 3(1), 296–302.
- Lefcheck, J. S. (2016). piecewiseSEM: Piecewise structural equation modelling in r for ecology, evolution, and systematics. *Methods in Ecology and Evolution*, 7(5), 573–579.
- McCormick, B. W., Guay, R. P., Colbert, A. E., & Stewart, G. L. (2019). Proactive personality and proactive behaviour: Perspectives on person–situation interactions. *Journal of Occupational and Organizational Psychology*, 92(1), 30–51.
- Naderifar, M., Goli, H., & Ghaljaie, F. (2017). Snowball sampling: A purposeful method of sampling in qualitative research. *Strides in Development of Medical Education*, 14(3).
- Phakiti, A. (2018). Confirmatory factor analysis and structural equation modeling. *The Palgrave Handbook of Applied Linguistics Research Methodology*, 459–500.
- Prabowo, T. S., Noermijati, N., & Irawanto, D. W. (2018). The influence of transformational leadership and work motivation on employee

- performance mediated by job satisfaction. *Jurnal Aplikasi Manajemen*, 16(1), 171–178.
- Putra, R., lima Krisna, N., & Ali, H. (2021). a Review Literature Employee Performance Model: Leadership Style, Compensation and Work Discipline. *Dinasti International Journal of Management Science*, 3(1), 56–66.
- Rivai, R., Gani, M. U., & Murfat, M. Z. (2019). Organizational culture and organizational climate as a determinant of motivation and teacher performance. *Advances in Social Sciences Research Journal*, 6(2).
- Riyanto, S., Endri, E., & Herlisha, N. (2021). Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement. *Problems and Perspectives in Management*, 19(3), 162.
- Robbins, S., Judge, T. A., Millett, B., & Boyle, M. (2013). *Organisational behaviour*. Pearson Higher Education AU.
- Soares, M. E., & Mosquera, P. (2019). Fostering work engagement: The role of the psychological contract. *Journal of Business Research*, 101, 469–476.
- Yang, C.-L., & Hwang, M. (2014). Personality traits and simultaneous reciprocal influences between job performance and job satisfaction. *Chinese Management Studies*, 8(1), 6–26.