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THE EFFECT OF LEADERSHIP STYLE, WORK CULTURE AND PERSONALITY ON THE PERFORMANCE OF EMPLOYEES OF THE BUREAU OF HUMAN RESOURCES AND GENERAL AT THE NATIONAL LIBRARY OF THE REPUBLIC OF INDONESIA

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Abstract – This study seeks to test empirically whether Leadership Style, Work Culture, and Personality have an effect on Employee Performance at the National Library of the Republic of Indonesia's Human Resources and General Bureau. Utilizing the Associative Descriptive approach, a questionnaire serves as the research instrument for this quantitative study. T-Values of 2.377 and P-Values of 0.017 demonstrate that the findings of the first study demonstrated either directly or indirectly that leadership style had a positive and statistically significant effect on employee performance by 33.2%. T-Values of only 0.980 and P-Values of only 0.329 indicate that the results of the second study successfully demonstrated either directly or indirectly that work culture has a positive and insignificant effect on employee performance by 12.9%. T-Values of 3.542 and P-Values of 0.000 indicate that the third study successfully demonstrated that personality had a positive and statistically significant influence on employee performance by 43.2%. The influence of the three variables on employee performance (R-Square) is 72.33%.

Keywords: Leadership Style, Work Culture, Personality, Employee Performance

I. INTRODUCTION

The caliber of a company's human resources has a significant effect on its ability to achieve its objectives. Even if the company owns technologically advanced machines, a large amount of capital, and valuable information, it will be useless if its human resources are of low quality. According to Mangkunegara in (Gatot Hartoko, 2020), performance is the consequence of an employee's quality and quantity of work in carrying out his responsibilities in accordance with the responsibilities assigned to him.

The National Library of the Republic of Indonesia is a Non-Ministerial Government Institution accountable to the President. The Bureau of Human Resources and General is one of the Echelon II entities within the National Library's Main Secretariat.

The HR and General Bureau of the National Library of the Republic of Indonesia has issues with employee performance, specifically the quantity of work that must be completed by employees in a short period of time, which can cause employees to experience work stress. When employees experience work-related tension, the quality of their work suffers, resulting in suboptimal results. Due to the fact that there is still delayed and overdue work, it is evident that responsibility is not being maximized. There is still a lack of initiative because there are still employees who wait for

instructions from their superiors before performing their duties.

According to Gibson et al. in (Srimulyo, 1999), three factors impact employee performance as follows:

1. Individual factors, including abilities and skills, both mental and physical, upbringing, including family, social standing, and salary, and demographics, including age, country of origin, and gender.

2. Organizational factors, specifically resources (work culture and safety), leadership (leadership style), rewards (compensation), structure, and job design (organization).

3. Psychological factors, include perception, attitude, personality, learning, and motivation.

According to Mangkunegara (2015) in (BRF Zein, 2019), employee performance is comprised of the following five dimensions:

1. Work quantity refers to the amount and duration of work performed by an employee in a given day.

2. The excellence of an employee's work is measured by how well they perform their duties.

3. Responsibility, or the degree to which the employee is aware of his or her responsibilities in accepting and completing the assigned work.

4. Cooperation, or the extent to which the employee is willing to collaborate with other employees to complete the duties assigned by the organization.

5. Initiative, i.e., the employee's capacity for completing tasks and taking initiative.

According to Luthank in (Gatot Hartoko, 2020), a leader's leadership style is his or her method of influencing subordinate behavior in order to accomplish maximum organizational objectives. This is consistent with Rusman's (2020) conclusion that leadership style has a positive and considerable impact on employee performance. The occurrence of problems relating to leadership styles among National Library of the Republic of Indonesia employees

in the HR and General Bureau, specifically frequent misunderstandings of communication between leaders and subordinates in completing tasks and a lack of supervision from a leader in directing subordinates at work.

According to Hasibuan (2016) in (AR Putra, 2022), the following are the three leadership style dimensions:

1. Authoritarian leadership, where absolute authority is centered on the leader, decisions are always made by the leader, and subordinates have no opportunity to offer input.

2. Delegative leadership is characterized by a leader delegating more authority to subordinates, more decisions being made by subordinates, and subordinates being free to express their suggestions and opinions.

3. Participative leadership is characterized by a leader's lack of absolute authority, joint decision-making between leaders and subordinates, and ample opportunities for subordinates to convey their opinions.

According to Mangkunegara in (Gatot Hartoko, 2020), work culture is a set of assumptions or belief systems, values and norms developed in organizations that serve as guidelines for members' behavior to surmount external adaptation and internal integration. In accordance with the findings of Rusman's (2020) research, work culture has a positive and significant influence on employee performance. The phenomenon of problems that occur in National Library of the Republic of Indonesia employees in the HR and General Bureau regarding work culture, namely the created comfort zone that causes employees to be risk-averse and lack the courage to make decisions, as well as a lack of good communication, can lead to misunderstandings and internal conflicts.

According to Robbins and Coulter (2014) in (BRF Zein, 2019), the following are the seven dimensions of the workplace culture:

1. Innovation and risk-taking refers to the extent to which employees are encouraged to be innovative and risk-taking.

2. Attention to detail is the extent to which employees are expected to demonstrate

accuracy, analysis, and attention to detail constitutes attention to detail.

3. Results orientation is the degree to which leaders are more concerned with achieving results than with the means to do so.

4. People orientation is the extent to which management decisions have an impact on the people within an organization.

5. Team orientation is the degree to which labor is organized around teams as opposed to individuals.

6. Aggressiveness is the degree to which employees are assertive and competitive as opposed to cooperative is aggressiveness.

7. Steadiness is the degree to which organizational decisions and actions emphasize efforts to maintain the status quo is the measure of steadiness.

According to Hasibuan (2014) in (N Octavia, 2020), personality is a set of relatively stable characteristics primarily shaped by heredity, environment, social, and cultural factors. Consistent with the findings of B Geovanny's (2020) research, personality has a positive and significant impact on employee performance. The occurrence of personality-related problems among employees of the National Library of the Republic of Indonesia in the HR and General Bureau, i.e. the fact that a person's personality can influence the ultimate results of his work.

According to McCrae and Costa (1997) in (N Octavia, 2020), there are five personality dimensions, also referred to as the Big Five Personality:

1. Openness, which is a trait that is receptive to new experiences. The level of interest in knowledge is characterized by its receptivity to experience. This personality type has imaginative, intellectual, and perceptive characteristics.

2. Conscientiousness, also known as prudence and conscientiousness. This is a goal-oriented persona. This personality type is distinguished by its achievement, discipline, and obedience, as well as its orientation.

3. Extraversion is a personality trait associated with emotions and feelings of pleasure toward oneself and the encircling

environment, in addition to one's level of comfort when working with others.

4. Agreeableness is a trait that makes it simple to get along or agree with someone. Individual norm compliance reflects the essence of this friendliness. The traits of this personality type are friendliness, tolerance, and friendliness.

5. Neuroticism is the intensity of a person's negative emotions. This trait indicates an inclination to convey negative emotions. Fear, apprehension, and exaggeration are characteristics of this personality type.

On the basis of the aforementioned phenomena and descriptions, the researcher is interested in conducting research under the title Influence of Leadership Style, Work Culture, and Personality on the Performance of Employees of the HR and General Bureau at the National Library of the Republic of Indonesia.

On the basis of the preceding context, the researchers propose the following problem formulation for this study:

1. Does the leadership style of the Human Resources and General Bureau employees at the National Library of the Republic of Indonesia impact their performance?

2. Does the work environment influence the performance of Human Resources and General Bureau employees at the National Library of the Republic of Indonesia?

3. Does the personality of HR and General Affairs Bureau employees at the National Library of the Republic of Indonesia impact their performance?

II. METHODS

According to Sugiyono (2016), the research method is a scientific procedure for obtaining data with goals and advantages. This study was conducted to determine if the independent variable has an effect on the dependent variable. Quantitative analysis of questionnaire data using PLS for data processing. PLS is a SEM equation model with a variance-based or

component-based structural equation modeling strategy.

According to Ghozali (2014), the objective of PLS-SEM is to construct or develop theory (prediction orientation). PLS is used to clarify whether or not latent variables are related (prediction).

According to Ghozali (2014), PLS is an effective analytical technique because it does not require current data with specific scale measurements and a small sample size. This study's complex model and limited sample size necessitate the use of SmartPLS4 software for data analysis. SmartPLS employs the bootstrapping or random multiplication methods.

Therefore, the assumption of normality will not be problematic. In addition, through bootstrapping, SmartPLS does not require a minimum sample size, allowing it to be applied to studies with tiny sample sizes. In the current investigation, there are three independent variables and one dependent variable.

According to Sugiyono (2016), operational variables are the determination of to-be-studied constructs or properties so that they can become measurable variables. Variables of operation that can provide an explanation so that the variables under study can be measured as follows: Employee Performance (Y) is the dependent variable in this study, while the independent variables are Leadership Style (X1), Work Culture (X2), and Personality (X3). This investigation employs a method for qualitative data. This study utilizes primary data, which consists of information obtained directly from respondents through the completion of a questionnaire in the form of a list of inquiries about the subject of the research. This quantitative method utilizes numerically expressed data.

According to Sugiyono (2016), research variables are essentially anything in any form that researchers choose to investigate in order to obtain information about it and draw conclusions. The data is processed by the SmartPLS 4 program in order to conduct data analysis. Test the validity and reliability of the measurement model first. The second step is to evaluate the structural model (R-Square and F-

Square). Perform hypothesis testing (T-Values, P-Values, and Path Coefficients). After data analysis, research results will be obtained. The final step is to provide conclusions, implications, and recommendations.

According to Sugiyono (2016), a population is an area of generalization comprised of objects or subjects with specific qualities and characteristics that researchers set to investigate and then draw conclusions about. The research population consists of 100 National Library of the Republic of Indonesia Human Resources and General Bureau employees.

According to Sugiyono (2016), the sample is representative of the population's size and characteristics. In an investigation conducted using sampling techniques, the sample serves as the actual data source. Sugiyono (2016) defines a saturated sample (total sampling) as a sample that is representative of the entire population. This investigation utilized a saturated sample, with a sample size of 100 individuals from the HR and General Bureau.

According to Sugiyono (2016), interviews and questionnaires can be conducted as follows in terms of data acquisition methods:

1. Interview

According to Sugiyono (2016), interviews are used as a data collection method when the researcher wants to conduct preliminary research to identify problems that must be proven, when the researcher wants to learn things in detail from respondents, and when the number of respondents is small. This investigation involved interviews with a HR and General Bureau employee.

2. Questionnaire

By submitting questions for respondents to answer, it is possible to acquire data. In this research, employees of the HR and General Bureau were given questionnaires.

3. Observation

According to Sugiyono (2016), observation as a data acquisition method has distinct characteristics in comparison to other techniques. Researchers conducted research and observed the activities of HR and General Bureau employees.
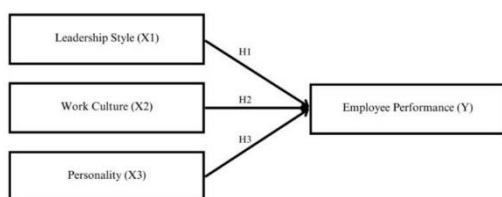
Image 1. Framework

Description:

Variabel Independent: Leadership Style (X1), Work Culture (X2) and Personality (X3).

Variabel Dependent: Employee Performance (Y).

III. RESULTS AND DISCUSSION

Model Measurement Test (Outer Model)

All indicators are greater than 0.70, so the final results of the outer loadings for this test are valid. In addition, invalid indicators from the past were eliminated.

The results of this test's AVE (Average Variance Extracted) indicate construct validity and reliability. This measurement can be used to determine the reliability of the latent variable component score, with more conservative results than the composite reliability measure. The recommended AVE value is greater than 0.50.

The value obtained from the convergent validity output is used in the convergent validity test. The criteria that must be owned from AVE itself is greater than 0.50, and in this study, the AVE value owned in each leadership style variable is 0.633, the work culture variable is 0.641, the personality variable is 0.661, and the employee performance variable is 0.649, or in other words, all variables have an AVE value is greater than 0.50 and are described in the table below.

Validity Test - Each variable is greater than 0.50, so the results of AVE's construct validity and reliability tests are valid.

Table 1. Construct Reliability and Validity

Construct reliability and validity - Overview				
Variable	Cronbach's alpha	Composite reliability	Composite reliability	Average variance extracted
Leadership Style	0.903	0.906	0.923	0.633
Work Culture	0.953	0.955	0.959	0.641
Personality	0.897	0.899	0.921	0.661
Employee Performance	0.923	0.925	0.937	0.649

Cronbach's Alpha and Composite Reliability are evaluated using their respective criteria. In order to be deemed legitimate and secure, Cronbach's Alpha criteria must be greater than 0.70.

Reliability Test - This study's Cronbach's Alpha and Composite Reliability model evaluations are greater than 0.60 and 0.70, respectively. This can be declared valid and secure, and each variable's unidimensionality poses no problems.

Model Structural Test (Inner Model)

R-Square has criteria of 0.67 (strong), 0.33 (moderate), and 0.19 (weak). In this study, the R-Square value is explained in the following table:

Table 3. R-Square

R-square - Overview		
Variable	R-square	R-square adjusted
Employee Performance	0.723	0.714

This study's R-Square result is 0.723, which is a very strong value because it is > 0.67, indicating that the influence of leadership style variables, work culture, and personality on employee performance is 72.33%. Another variable that affects employee performance is 27.67%, which has an impact on employee performance.

The criteria for the F-Square value are 0.35 (strong), 0.15 (moderate), and 0.02 (weak). In this study, the F-Square value is explained in the following table:

Table 3. F-Square

F-square - Matrix				
Variable	Leadership Style	Work Culture	Persona lity	Employee Performance
Leadership Style				0.068
Work Culture				0.009
Personality				0.177
Employee Performance				

The F-Square results for each leadership style variable on employee performance are 0.06 (moderate), 0.009 (weak) for work culture variables on employee performance, and 0.177 (moderate) for personality variables on employee performance.

Hypothesis Test

The results shown in this hypothesis test state whether the variables X1, X2 and X3 have a direct effect on variable Y or no**t.** The criteria are shown if the T-Statistic value is greater than 1.96 compared to the T table and the P-Values are smaller than the significant level used which is less than 0.05.

Table 4. Path coefficients

Path coefficients – Mean, STDEV, T statistic, P values					
Variable	Original sample	Sample mean	Standard deviation	T statistics	P values
Leadership Style to Employee Performance	0.332	0.331	0.140	2.377	0.017
Work Culture to Employee Performance	0.129	0.131	0.132	0.980	0.327
Personality to Employee Performance	0.432	0.436	0.122	3.542	0.000

1. Hypothesis Test of Leadership Style

T-Values are greater than 1.96 and P-Values are less than 0.05 indicate that the leadership style has a positive and significant effect on the performance of employees in the HR and General Bureau section of the National Library of the Republic of Indonesia. The results are significant (hypothesis accepted) because T-Values are grater than 1.96 and P-Values are less than 0.05.

In accordance with the findings of Rusman's (2020) research, leadership style has a positive and significant impact on employee performance.

2. Hypothesis Test of Work Culture

The results indicate that work culture has a positive and insignificant effect on the performance of employees in the HR and General Bureau of the National Library of the Republic of Indonesia. However, the results are not significant (hypothesis not accepted) because T-Values are less than 1.96 and P-Values are greater than 0.05.

In accordance with the findings of Rusman's (2020) research, work culture has a positive impact on employee performance.

3. Hypothesis Test of Personality

The results indicate that personality has a positive and significant in the HR and General Bureau section of the National Library of the Republic of Indonesia. The results are significant (hypothesis accepted) because T-Values are greater than 1.96 and P-Values are less than 0.05.

In accordance with the findings of B. Geovanny's (2020) research, personality has a positive and significant impact on employee performance.

IV. CONCLUSION

Conclusion

On the basis of the investigation conducted with the aforementioned tests, the following conclusions can be drawn:

1. The T-Values of 2.377 and the P-Values of 0.017 demonstrate that leadership style has a positive and statistically significant influence on employee performance of 0.332.

2. T-Values of only 0.980 and P-Values of only 0.327 demonstrate that work culture has a positive but insignificant influence on employee performance of 0.129.

3. The T-Values of 3,542 and the P-Values of 0.000 demonstrate that personality has a positive and statistically significant influence on employee performance of 0.432.

Implications

1. Directly or indirectly, leadership style has been demonstrated to have a positive and significant impact on employee performance. This implies that every effort made by the leader of the HR and General Bureau section of the National Library of the Republic of Indonesia to optimize his or her leadership style will have a positive effect on enhancing employee performance. The greater the effectiveness of a leader's leadership style, the higher the performance of HR and General Bureau employees.

2. Directly or indirectly, work culture has a positive and insignificant influence on employee performance of 0.129. This implies that the National Library of the Republic of Indonesia's HR and General Bureau section's work culture will have no effect on employee performance, regardless of how positive it is.

3. Directly or indirectly, personality has a positive and statistically significant effect on employee performance of 0.432. This implies that any development in employee personality (in the sense of better attitudes and behaviors) at the National Library of the Republic of Indonesia's HR and General Bureau will have a positive effect on employee performance. The performance of employees of the HR and General Bureau will improve proportionally to the employee's demeanor.

Advice

The following suggestions can be made by researchers based on the outcomes of the described discussion and conclusions:

1. For the National Library of the Republic of Indonesia

The Library's leadership can use the variables examined, namely leadership style, work culture, and personality, to enhance employee performance by focusing on weak statement items so they can be strengthened. It comes out that the personality variable is the most influential variable influencing employee performance, so the focus of attention should be on improving the statement items on this personality variable.

2. For Future Researchers

According to the findings of previous research, employee performance is influenced by leadership style, work culture, and personality. As a result of the study's limitations, it is anticipated that this research will be considered by future researchers and that it will be supplemented by variables that were not examined, such as abilities, skills, background, demographics, rewards, structure, job design, perceptions, attitudes, learning, motivation, and/or the expansion of research objects.

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