The Effect of Leadership, Communication and Organizational Culture on Employee Performance at Bappedalitbang Riau Province

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Article Information	Abstract
	This research aims to determine the effect of leadership, communication and organizational culture on employee performance. This research uses a quantitative approach emphasizing analysis on numerical data (numbers) which are then analyzed by statistical methods. The sample in this study were employees of Bappedalitbang Riau Province totaling 136 people. Data collection techniques using questionnaires and literature studies. The data analysis technique in this study used multiple linear regression using SPSS Statistic 29.0. The results of this study indicate that leadership (X1), communication (X2) and organizational culture (X3) partially have a positive and significant effect on employee performance (Y) Bappedalitbang Riau Province. With the results of the F test of 13,100 and a significance value of F 0.001 for the t test count value for the leadership variable (X1) 2,675, the organizational communication variable (X2) 2,790 and organizational culture (X3) 2,231. With a significance level of leadership (X1) of 0.008, organizational communication (X2) of 0, 006 and organizational culture (X3) of 0.027.
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Introduction

Human resources are a key factor in determining an organization's effectiveness and play an important role in achieving a competitive advantage. In this industrial era, companies need employees who are productive, proactive, show strong initiative, and are responsible for both the organization's success and their own career growth. Employees are seen as the organization's main asset, as the company's performance heavily relies on each individual's

contributions. Managing human resources involves various aspects such as recruitment, training, performance evaluation, and salary distribution (Zheng, 2017).

As of June 30, 2023, Indonesia had 4,282,429 State Civil Apparatus (ASN) employees (Badan Kepegawaian Negara, 2023). The ASN (State Civil Apparatus) is crucial for carrying out essential functions within the Indonesian government. The framework for ASN is defined by Law No. 5 of 2014, which was updated to Law No. 20 of 2023 on October 31, 2023. This revised law provides the basis for managing personnel in the public sector. Civil Servants (PNS), who are Indonesian citizens appointed permanently by civil service officials, are part of the ASN. Their appointment is based on specific legal standards, ensuring the continuity and stability of government operations. The large number of ASNs reflects the complexity of managing personnel with varied skills and responsibilities, as well as the challenges and opportunities in creating an effective public administration.

The performance power of the workers is a final gain from the work that has been achieved with individuals or in groups in an organization which includes responsibility, authority, duties and roles that interpret each individual as a work achievement that has been achieved individually or in groups according to their role and duties in the company, to meet organizational goals legally and legally in accordance with business rules and ethics, especially not violating existing laws (Mursidta, 2017). An organization's success is influenced by the performance of its individual employees, which is why effective human resource management is a priority for every organization.

Interviews with employees at Bappedalitbang Riau Province revealed that they placed significant emphasis on organizational support beyond the rewards mandated by law. This support includes appreciation and support from leaders as a form of appreciation for employee performance, as well as an organizational culture that promotes peer-to-peer support and effective communication to both leaders and fellow employees. Interviews also revealed that some employees work not only based on ASN obligations, but also driven by volunteering, love for work, and emotional sacrifice.

Leaders who are capable and able to make decisions can have a major influence on every effort in achieving institutional goals. Leadership direction is very important, because individuals carry out activities to achieve personal targets, while institutions move to achieve common interests. Therefore, the presence of leaders in the organization is important for every institutional goal. Windaryani (2018) In public organizations, the performance of subordinates is closely tied to their leader. Without strong leadership, complex tasks may not be completed effectively. Leadership involves the ability to guide others to act in line with the leader's expectations. This concept relies on the understanding that

a leader has the authority to plan, direct, coordinate, and supervise the behavior of employees.

In carrying out work, employees cannot be separated from communication. Azizah & Slamet Muchsin (2023) emphasized that communication is not only important between leaders and employees, but also among fellow employee members. Effective communication can be a powerful tool for enhancing employee performance (Kademin et al., 2023). Through communication, employees can ask for instructions from superiors regarding work implementation. Through communication, employees can also cooperate with each other. Not only that, communication plays a role in the division of tasks and work that can break down work into small parts in the organization, and is useful for making it easier for someone to carry out their duties, so that it allows everyone to learn to carry out their duties, so that everyone can learn and train their skills to become experts in their respective fields.

Organizational culture is the personality of a company that evolves through a system of values, forming norms that guide the behavior of its members (Muis et al., 2018). At Bappedalitbang, it was noted that a conservative culture frequently stifles innovation, as it discourages new ideas and makes employees reluctant to embrace creative solutions. An example of this conservative culture is that employees must follow ancient procedures that are very rigid and inflexible, which inhibits creativity and innovation. Any changes in the work process must pass through a long bureaucracy from one leader to another, making new ideas difficult to implement. Furthermore, the researcher felt that there was less than optimal teamwork due to the different backgrounds of the fields and sub-fields that worked without good coordination, so this could hamper overall effectiveness.

To cultivate a positive organizational culture, it is essential that every employee is deeply committed to the organization's mission, vision, and goals. In public sector organizations, this commitment extends beyond just job duties to include shared values and aspirations, such as contributing to the state and community and achieving social status. Employees are motivated not just by salary, but by a sense of purpose and identity. When employees are dedicated to providing their best performance and service, the overall effectiveness of the public sector improves. Ultimately, an organization's success in meeting its goals relies significantly on the manager's leadership style.

Research Method

This study uses a quantitative descriptive approach to evaluate how independent variables affect the dependent variable. It emphasizes analyzing numerical data through suitable statistical methods (Hardani et al., 2020). The study, conducted at Bappedalitbang Riau Province, involves a population of 207

employees. A sample of 136 respondents will be selected using the Proportionate Stratified Random Sampling method. Data will be gathered via questionnaires. The analysis will be carried out using Multiple Linear Regression, with IBM SPSS Statistics version 29 for Windows used to evaluate the quality of the research instrument, classical assumptions, and hypothesis testing.

Table 1: Variable Indicators

Variable	Indicator
Leadership (X1)	a. Making decisions. b. Motivating. c. Controlling employees. d. Responsibility. e. Emotional Control. Kartono (2017)
Communication (X2)	a. Understanding b. Pleasure c. Influence on Attitude d. Interpersonal Relationship e. Action Azizah & Slamet Muchsin (2023)
Organizational Culture (X3)	a. Innovation b. Details c. Result Orientation d. Team Orientation e. Aggressiveness f. Stability Edison (2016)
Employee Performance (Y)	a. Quality b. Quantity c. Timeliness Bappedalitbang Provinsi Riau (2024)

Result And Discusion
Result

a. Descriptive Analysis
Leadership (X1)
        This is the respondent's answer to the questions asked about leadership based on predetermined attributes or indicators:

Table 2. Respondents' Responses Based on Leadership Indicators

No.	Indicator	Average	Description
1	Making Decisions	3,71	Good

No.	Indicator	Average	Description
2	Motivating	3,55	Good
3	Controlling Subordinates	3,70	Good
4	Responsibility	3,64	Good
5	Controlling Emotions	3,68	Good
	Average	3,65	Good

According to the descriptive table of the leadership variable, the average value for the five measured indicators is 3.65, indicating a good but not excellent level, falling short of the high standards expected by Bappedalitbang Riau Province. This suggests that there are areas in leadership that require improvement. The highest-scoring indicator is Decision Making, with an average of 3.71. However, 12 respondents disagreed and 8 strongly disagreed with the leader's decision-making ability. Despite the relatively high overall score, this dissatisfaction could undermine trust and emotional connections with supervisors, potentially impacting performance.

Conversely, the lowest average score is for the ability to motivate, which stands at 3.55, especially regarding the statement, "Leaders consistently provide motivation to employees." Here, 17 respondents disagreed and 6 strongly disagreed, indicating that employees feel leaders are not sufficiently motivating them. This low score highlights a significant weakness in motivation, which is a crucial aspect of leadership. Bappedalitbang Riau Province should focus on enhancing motivational efforts, as improved motivation will boost employee performance and help achieve organizational goals.

Communication (X2)
This is the respondent's answer to the questions asked about Communication based on predetermined attributes or indicators:

Table 3. Respondents' Responses Based on Communication Indicators

No.	Indicator	Average	Description
1	Understanding	3,87	Good
2	Pleasure	3,80	Good
3	Influence on Attitude	3,86	Good
4	Interpersonal Relationship	3,83	Good
5	Action	3,73	Good
	Average	3,82	Good

The descriptive table for communication variables shows an average value of 3.82 across the five indicators, indicating a good but not excellent level. This suggests that there are still areas for improvement in communication at Bappedalitbang Riau Province that could affect employee performance. The highest score is for the understanding indicator, with an average of 3.87, reflecting the ability to comprehend messages. However, 6 respondents

disagreed and 3 strongly disagreed that they fully understand and effectively manage messages from leaders. Despite the high score, this dissatisfaction points to a need for better communication practices, particularly in interpreting and acting on information. Poor understanding can result in miscommunication and less effective decision-making, so enhancing communication skills is crucial for improving performance and workplace harmony.

Conversely, the lowest average score is for the action indicator, at 3.73, in response to the statement, "The communication built in this agency is very clear, making it easy to act." Here, 10 respondents disagreed and 6 strongly disagreed, indicating that some employees find the communication insufficiently clear to support effective action. This lack of clarity can lead to confusion, task errors, and decision-making uncertainty. Addressing these issues by improving communication clarity and consistency is essential to ensure that all employees understand instructions well and can act as expected, thereby enhancing overall performance.

Organizational Culture (X3)
This is the respondent's answer to the questions asked about Organizational Culture based on predetermined attributes or indicators:

Table 4. Respondents' Responses Based on Organizational Culture Indicators

No.	Indicator	Average	Description
1	Innovation	3,80	Good
2	Details	3,87	Good
3	Result Orientation	3,88	Good
4	Team Orientation	3,78	Good
5	Aggressiveness	3,83	Good
6	Stability	3,99	Good
	Average	3,86	Good

According to the descriptive table for organizational culture variables, the average score across the six indicators is 3.86, categorized as good but not yet reaching the excellent level desired by Bappedalitbang Riau Province. The highest score is in the stability indicator, with an average of 3.99, indicating that the organizational culture tends to emphasize maintaining successful practices. The statement on this indicator is "I can always maintain stability at work," but 1 employee disagreed and 4 employees strongly disagreed. This suggests that although the stability indicator scored the highest, some employees find it difficult to maintain consistency in their work. This disagreement indicates a difference in perception or experience regarding the support provided to maintain work stability.

The lowest average score for the organizational culture variable is found in the team orientation indicator, which stands at 3.78. This indicator relates to

the statement, "The work team is very solid in getting the job done." A total of 3 respondents disagreed and 5 strongly disagreed with this statement, highlighting challenges in fostering team cohesiveness at Bappedalitbang Riau Province. The disagreement of some employees indicates that although a work team exists, not all feel that the team is solid in completing tasks. This may be due to a lack of coordination, different priorities, or differences between sub-areas that limit cooperation among employees.

Employee Performance (Y)

This is the respondent's answer to the questions asked about Employee Performance based on predetermined attributes or indicators:

Table 5. Respondents' Responses Based on Employee Performance Indicators

No.	Indicator	Average	Description
1	Quality	3,60	Good
2	Quantity	4,19	Good
3	Timeliness	4,22	Very good
	Average	4,00	Good

The descriptive table for employee performance variables reveals an average score of 4.00 across three indicators, which signifies a good level but does not meet the excellent standard aimed for. This implies that there is still potential for improvement in employee performance at Bappedalitbang Riau Province. The timeliness indicator, with an average score of 4.22, received the highest rating. However, 12 respondents disagreed and 2 strongly disagreed with this indicator, suggesting that some employees still struggle with time management and meeting deadlines effectively.

The lowest average score is for the quality indicator, at 3.60, in response to the statement, "Employees can always complete tasks well given by superiors." Here, 2 respondents disagreed and 3 strongly disagreed, suggesting that some employees struggle to complete tasks effectively. This difficulty may stem from issues with time management skills or the ability to execute assigned tasks properly.

b. Research Instrument Test
1. Validity Test

The validity test evaluates whether a questionnaire accurately measures what it is supposed to. According to Ghozali (2013), an item is considered valid if the calculated r value exceeds the r table value; if it does not, the item is deemed invalid. This assessment of validity is based on the corrected item-total correlation values.

Table 6. Validity Test

Variabel	Indikator	r Hitung	r Tabel	Signifikan	α	Keterangan
Leadership (X1)	X1.1	0,866	0,1672	0,001	0,05	Valid
	X1.2	0,834	0,1672	0,001	0,05	Valid
	X1.3	0,891	0,1672	0,001	0,05	Valid
	X1.4	0,828	0,1672	0,001	0,05	Valid
	X1.5	0,837	0,1672	0,001	0,05	Valid
Communication (X2)	X2.1	0,734	0,1672	0,001	0,05	Valid
	X2.2	0,773	0,1672	0,001	0,05	Valid
	X2.3	0,817	0,1672	0,001	0,05	Valid
	X2.4	0,821	0,1672	0,001	0,05	Valid
	X2.5	0,787	0,1672	0,001	0,05	Valid
Organizational Culture (X3)	X3.1	0,793	0,1672	0,001	0,05	Valid
	X3.2	0,711	0,1672	0,001	0,05	Valid
	X3.3	0,773	0,1672	0,001	0,05	Valid
	X3.4	0,820	0,1672	0,001	0,05	Valid
	X3.5	0,871	0,1672	0,001	0,05	Valid
	X3.6	0,819	0,1672	0,001	0,05	Valid
Employee Performance (Y)	Y.1	0,629	0,1672	0,001	0,05	Valid
	Y.2	0,797	0,1672	0,001	0,05	Valid
	Y.3	0,855	0,1672	0,001	0,05	Valid

Source: Primary Data Processing (2024)

The validity test results for each indicator of leadership (X1), communication (X2), organizational culture (X3), and employee performance (Y) indicate that all statement items have an r count greater than 0.1672 or a significance level below 0.001. Therefore, it can be concluded that all the items in the questionnaire are valid.

2. Reliability Test

The reliability test assesses how consistently a questionnaire measures a variable. An indicator is deemed reliable if respondents provide stable and consistent answers over time (Ghozali, 2013). a variable is considered reliable if its Cronbach's Alpha value exceeds 0.6; otherwise, it is deemed unreliable.

Table 7. Reliability Test

Variabel	Cronbach's Alpha	Standar	Keterangan
Leadership (X1)	0,905	0,60	Reliabel
Communication (X2)	0,845	0,60	Reliabel
Organizational Culture (X3)	0,886	0,60	Reliabel
Employee Performance (Y)	0,620	0,60	Reliabel

Source: Primary Data Processing (2024)

The table indicates that the reliability test for the three variables shows a Cronbach's alpha value greater than 0.60. This means that all the questions in the questionnaire are considered reliable.

c. Classical Assumption Test
1. Normality Test
According to Ghozali (2018) The normality test assesses whether the residual or confounding variables in the regression model are normally distributed. This study employs the One Sample Kolmogorov-Smirnov Test for this evaluation. According to the decision rule, if the 2-tailed p-value exceeds 0.05, the regression model satisfies the normality assumption; if not, it does not.

Table 8. One-Sample Kolmogorov-Smirnov Test

			Unstandardized Residual
N			136
Normal Parameters[a,b]	Mean		.0000000
	Std. Deviation		1.56296291
Most Extreme Differences	Absolute		.059
	Positive		.058
	Negative		-.059
Test Statistic			.059
Asymp. Sig. (2-tailed)[c]			.200[d]
Monte Carlo Sig. (2-tailed)[e]	Sig.		.296
	99% Confidence Interval	Lower Bound	.284
		Upper Bound	.308

Source: Primary Data Processing (2024)

The Kolmogorov-Smirnov normality test results show a significance value of 0.200, which is above the 0.05 threshold. This indicates that the data follows a normal distribution. This normality test is important because it validates that the data adheres to the necessary assumptions for the parametric statistical methods used in this study.

2. Multicollinearity Test
According to Ghozali (2018) The multicollinearity test is used to determine whether there is a correlation between independent variables in the regression model. To check for multicollinearity, you can use the tolerance value or the variance inflation factor (VIF). Typically, a tolerance value of ≤ 0.10 or a VIF value of ≥ 10 indicates the presence of multicollinearity. Conversely, if the tolerance value is > 0.10 or the VIF value is < 10, it suggests that multicollinearity is not an issue.

Table 9. Multicollinearity test
Coefficients^a

	Collinearity Statistics	
Model	Tolerance	VIF
1 Leadership	.842	1.187
Communication	.822	1.216
Organizational Culture	.847	1.180

Source: Primary Data Processing (2024)

The multicollinearity test results show that all variables have a tolerance value exceeding 0.10 or a VIF value below 10. This suggests that there are no indications of multicollinearity, confirming that the variables have passed the multicollinearity test.

3. Heteroscedasticity Test

According to Ghozali (2018) the heteroscedasticity test evaluates whether the residuals in the regression model exhibit consistent variance across different observations. In the Glejser test for heteroscedasticity, if the significance value (Sig.) exceeds 0.05, it indicates that there are no signs of heteroscedasticity, meaning the model passes the test. Conversely, a Sig. value of 0.05 or less suggests the presence of heteroscedasticity.

Table 10. Heteroscedasticity Test
Coefficients^a

	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	3.052	.532		5.736	<,001
Leadership	-.037	.019	-.178	-1.973	.051
Communication	-.014	.024	-.055	-.597	.551
Organizational Culture (X3)	-.038	.020	-.172	-1.915	.058

Source: Primary Data Processing (2024)

The results of the heteroscedasticity test show that all variables in the study have a significance value (sig) above 0.05. This indicates that the regression model does not exhibit heteroscedasticity and thus passes the test.

c. Multiple Linear Regression Analysis

To verify the relationship between the independent variables and the dependent variable, regression analysis is used. In this analysis, Leadership (X1), Communication (X2), and Organizational Culture (X3) are the independent variables, while Employee Performance (Y) is the dependent variable. The multiple linear regression model is structured as follows:

Table 11. Multiple Linear Regression Test

Model	Unstandarized Coefficients
	B
1 (constant)	6,593
Leadership	0,085
Communication	0,111
Organizational Culture	0,076

Source: Primary Data Processing (2024)

From the results of this analysis so that multiple linear regression can be drawn is Y = 6.593 + 0.085X1 + 0.111X2 + 0.076X3 + e

d. Hypothesis Test
1. Partial Significance Test (t test)

The Partial Significance Test, also known as the t-test, is employed to assess whether each independent variable significantly impacts the dependent variable (Suharyadi & Purwanto 2016). In this study, a confidence level of $\alpha = 5\%$ was adopted. Hence, if the p-value (Sig. t value) is less than or equal to 0.05, the null hypothesis (H0) is rejected and the alternative hypothesis (Ha) is accepted, indicating that the independent variable significantly affects the dependent variable. Conversely, if the p-value exceeds 0.05, the null hypothesis is not rejected, suggesting that the independent variable does not have a significant effect on the dependent variable.

Table 12. Partial Significance Test
Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	6.593	.899		7.331	<,001
Leadership	.085	.032	.223	2.675	.008
Communication	.111	.040	.235	2.790	.006
Organizational Culture	.076	.034	.185	2.231	.027

Source: Primary Data Processing (2024)

Based on the test results, it can be analyzed that :

a. For the Leadership variable (X1), the t value is 2.675, which surpasses the t table value of 1.977, and the significance value is 0.008, which is below 0.05. Hence, the null hypothesis (H01) is rejected and the alternative hypothesis (Ha1) is accepted, indicating a significant effect of the Leadership variable (X1) on Employee Performance (Y).

b. The t value for the Communication variable (X2) is 2.790, which is higher than the t table value of 1.977, and the significance value is 0.006, which is less than 0.05. Therefore, the null hypothesis (H02) is rejected and the alternative hypothesis (Ha2) is accepted, showing that the Communication variable (X2) has a significant impact on Employee Performance (Y).

c. For the Organizational Culture variable (X3), the t value is 2.231, exceeding the t table value of 1.977, with a significance value of 0.027, which is under 0.05. This leads to the rejection of the null hypothesis (H03) and acceptance of the alternative hypothesis (Ha3), demonstrating that the Organizational Culture variable (X3) significantly influences Employee Performance (Y).

2. Simultaneous Test (F Test)

The F-test assesses whether there is a significant linear relationship between the dependent variable and the set of independent variables considered together. This involves comparing the calculated F-value to the critical F-value from the table to determine the outcome of the test (Ghozali, 2013). This study applies a confidence level of $\alpha = 5\%$. If the calculated F-value exceeds the critical F-value, the null hypothesis (H0) is rejected, and the alternative hypothesis (Ha) is accepted. This indicates a significant overall relationship between the dependent variable and the independent variables combined. Conversely, if the calculated F-value is lower than the critical F-value, the null hypothesis is not rejected, suggesting there is no significant joint effect of the independent variables on the dependent variable.

Table 13. Simultaneous Test (F Test)
ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	98.185	3	32.728	13.100	<,001[b]
	Residual	329.785	132	2.498		
	Total	427.971	135			

Source: Primary Data Processing (2024)

The statistical test results show that the calculated F-value is 13.100, surpassing the F-table value of 2.673, and the significance value is 0.001, which is below 0.05. Thus, it can be concluded that Leadership (X1), Communication (X2), and Organizational Culture (X3) collectively have a significant impact on Employee Performance (Y).

3. Coefficient of Determination Test (R2)

The coefficient of determination quantifies the extent to which changes in the independent variables account for the variation in the dependent variable (Suharyadi & Purwanto 2016). In simpler terms, the coefficient of determination shows how well the independent variables explain the changes in the dependent variable. A value closer to one indicates that the independent variables do a

better job of accounting for the variation in the dependent variable, meaning a larger portion of the dependent variable's fluctuations is explained by them (Ghozali, 2013).

Table 14. Coefficient of Determination Test (R2)
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.479a	.229	.212	1.58062

Source: Primary Data Processing (2024)

The Adjusted R Square value of 0.229, or 22.9%, shows that Leadership (X1), Communication (X2), and Organizational Culture (X3) account for 22.9% of the variation in Employee Performance (Y). This indicates that the model successfully represents the impact of these three factors on employee performance. However, it also means that 77.1% of the variation in employee performance is due to other factors not covered by this model.

Discusion

The Effect of Leadership on Employee Performance

The data description for the Leadership variable indicates that leadership at Bappedalitbang Riau Province is rated as good. This underscores the important role leadership plays in affecting employee performance. Effective leadership offers clear direction, aids in employee development, and creates a supportive work environment. The study's findings reveal a positive and significant relationship between leadership and employee performance at Bappedalitbang Riau Province, suggesting that improvements in leadership lead to better employee performance.

The findings of this study align with those of Nusani et al. (2021), whose research titled "The Effect of Leadership, Communication and Organizational Culture on Employee Performance at the Industry and Trade Office of Gianyar Regency" also demonstrated a positive and significant impact of leadership on employee performance. This consistency supports the conclusion that effective leadership contributes significantly to improved employee performance.

According to the frequency distribution of leadership variables, employees at Bappedalitbang Riau Province have rated the decision-making indicator highly, indicating trust in their leaders' decision-making abilities. This trust is crucial as it fosters compliance, participation, and collaboration, which helps in implementing decisions smoothly and minimizing challenges. However, some respondents still expressed dissatisfaction with the decision-making process, suggesting that leadership at Bappedalitbang may not be fully effective. While decisions are made quickly, they may not always be optimal. As Kartono (2017)suggests, effective leadership involves making swift yet accurate decisions

based on relevant information and considering various options. Decisions should be resolute but also incorporate team input to ensure collective support and understanding.

Effect of Communication on Employee Performance

The data description for the communication variable shows that communication at Bappedalitbang Riau Province is rated as good. This highlights the essential role of communication in enhancing employee performance. Effective communication builds trust between leaders and employees, as clear and consistent information increases employees' confidence in leadership decisions. This trust ensures that employees follow instructions with full commitment and without hesitation. The study's findings indicate a positive and significant impact of communication on employee performance at Bappedalitbang Riau Province, demonstrating that improved communication contributes to better performance by employees.

This research is supported by previous findings from Rizky Pratama & Umi Anisah Dahniar (2021) their study, titled "The Influence of Organizational Culture and Communication on Employee Performance: A Study on Bank Tabungan Negara (Persero), Tbk in the Banjarmasin and Banjarbaru Areas, South Kalimantan," also found that communication positively and significantly affects employee performance. This further supports the findings of the current research.

According to the frequency distribution of communication variables, employees at Bappedalitbang Riau Province reported a high average score on the understanding indicator. This suggests that when employees have a clear understanding of how their tasks impact the organization's performance, their sense of responsibility and commitment to delivering high-quality results improves, fostering a proactive and accountable work environment. However, some respondents expressed disagreement, indicating variability in understanding among employees. This discrepancy points to potential issues in communication, possibly due to inadequate interaction or feedback. Without sufficient feedback, messages may be misinterpreted or only partially understood. Such issues are closely tied to individual perception, which is shaped by how people interpret and process the information they receive, influenced by their personal experiences, expectations, and attention (Chandra et al., 2023).

The Effect of Organizational Culture on Employee Performance

The data on organizational culture reveals that Bappedalitbang Riau Province has a strong organizational culture, categorized as good. A robust organizational culture serves as a framework for decision-making and conflict resolution. When employees align on values and appropriate actions for different

scenarios, decision-making processes become more efficient and quicker. This alignment also reduces the likelihood of conflicts, as employees generally agree on the best methods to achieve common objectives. The study's results highlight a positive and significant impact of organizational culture on employee performance at Bappedalitbang Riau Province, suggesting that a stronger organizational culture leads to improved employee performance.

This research is strengthened by previous research conducted by Azizah & Slamet Muchsin (2023) This research is reinforced by previous findings from a study titled "The Effect of Leadership, Organizational Communication, and Organizational Culture on the Performance of Employees of the Lumajang Regency DPRD Secretariat (Study at the Lumajang Regency DPRD Secretariat Office)." This study concluded that organizational culture positively and significantly impacts employee performance, supporting the results of the current research.

According to the frequency distribution of organizational culture variables, employees at Bappedalitbang Riau Province scored high on the stability indicator. This suggests that a strong culture of stability enhances employees' sense of responsibility, leading to increased commitment and better performance. However, the presence of disagreement among some respondents indicates that focusing solely on stability might not fully optimize performance. This suggests that Bappedalitbang Riau Province may lean towards maintaining the status quo rather than embracing change. Persistent resistance to change could hinder the organization's ability to stay competitive and adapt to future challenges. While stability ensures consistency and minimizes disruptions, excessive focus on it might limit innovation and impede the organization's ability to evolve in response to external pressures (Edison, 2016).

The Effect of Leadership, Communication and Organizational Culture on Employee Performance

The results of simultaneous testing reveal that leadership, communication, and organizational culture positively and significantly impact employee performance at Bappedalitbang Riau Province. This finding aligns with previous research by (Azizah & Slamet Muchsin, 2023) in their study titled "The Effect of Leadership, Organizational Communication, and Organizational Culture on the Performance of Employees at the Lumajang Regency DPRD Secretariat," they similarly found that these three factors have a positive and significant impact on employee performance.

The frequency distribution and validity test results show that the timeliness indicator has the highest score for the performance variable. This suggests that most employees at Bappedalitbang Riau Province generally complete their tasks within the set deadlines. Nonetheless, some employees have raised concerns about timeliness, indicating ongoing challenges in managing

time effectively. Issues such as delays in completing tasks and absenteeism contribute to these difficulties. Additionally, this indicator assesses how well employees manage their time for handling extra tasks or enhancing productivity in other areas (Kartono, 2017).

Conclusion

1. Leadership positively and significantly impacts employee performance at Bappedalitbang Riau Province. The descriptive analysis highlights that the motivation indicator within leadership has the lowest score.
2. Communication also has a positive and significant effect on employee performance at Bappedalitbang Riau Province. The descriptive analysis reveals that the action indicator in communication scores the lowest.
3. Organizational culture significantly and positively influences employee performance at Bappedalitbang Riau Province. According to the descriptive analysis, team orientation is the organizational culture indicator with the lowest score.
4. Leadership, communication, and organizational culture together have a positive and significant effect on employee performance at Bappedalitbang Riau Province. From the descriptive analysis, the performance indicator with the lowest score is quality.

Acknowledgment

References

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