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The influence of leadership, organizational culture and loyalty on organizational performance at PCNU sidoarjo

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ABSTRACT

Organizations run depending on the performance of their members. This research aims to find out directly the influence of leadership, organizational culture, and loyalty on the performance of organizational members at PCNU Sidoarjo. The method used is a quantitative method by processing data in the form of numbers using SmartPLS 4.0 to measure the results of the influence of leadership, organizational culture and loyalty on the performance of organizational members at PCNU Sidoarjo. The research was conducted using a random sampling method with a predetermined number of 130 respondents. The research results show that there is a significant influence between leadership, organizational culture and loyalty on the performance of organizational members at PCNU Sidoarjo.

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INTRODUCTION

Leaders play an important role in determining organizational goals and inspiring the realization of the vision and mission that have been determined. Leaders coordinate with members, allocate human resources (members) and guide the process in realizing organizational goals (Kurniati et al, 2023). This shows that in an organization there are people who have the ability to influence, direct, guide and also some people who have activities to influence the behavior of other people so that they follow the wishes of their superiors or leaders. (Sugiono & Lumban Tobing, 2021).

Human resources are an important component of organizational development capital. Because the people involved in helping an organization realize its vision and mission are what make it grow. Without qualified and talented members, organizations cannot function and develop well. Human resources also greatly determine the successful implementation of organizational activities. Therefore, in achieving the goals and vision and mission of an organization, a leader is needed who can provide inspiration and motivation to build member loyalty. If the organization has the support of highly skilled and loyal members, the organization will thrive.(Muliati, 2020)

Organizations really need member loyalty to the organization. Loyalty is the way employees devote their energy, time, abilities and skills to the organization. Leaders must work hard to increase the loyalty of their members so that the organization can survive even in difficult times.

Making a member loyal to the organization, a member in the organization is also important to prove that they are a reliable member and play an active role in the progress of an organization. In this case there are two factors, namely Leadership Style and Organizational Culture which can influence member satisfaction and loyalty in an organization. (Ningrum & Purnamasari, 2022).

Apart from leadership, organizational culture is also very important in implementing organizational systems. Organizational culture is habits, traditions and general procedures for doing things and most of them originate from the founders of the organization, which influence the behavior of members which ultimately also influences the organization. There are also those who define organizational culture as a system of shared meaning held by members of an organization that differentiates the organization from other organizations. (Indriyati, 2018).

Performance at PCNU is classified as increasing because each job will be evaluated together so that the organization's shortcomings and progress can be identified. PCNU administrators contribute greatly to every activity. Member performance is measured by effectiveness and efficiency in completing tasks. One of them is that PCNU participated in the 1 Century of NU event which was held at GOR Sidoarjo. The administrators prepare their maximum efforts to ensure the smooth running of the event. In these activities, it can be seen that member performance has increased compared to performance in internal activities. This increase was also one of the considerations for performance assessment so that PCNU received an award at the NU Award event.

Leadership, Leadership is a leader's way of managing his employees. Good leadership can control employees so they can carry out all instructions given. Leaders in implementing leadership must also look at the characteristics of their employees. Effective leaders can think quickly and have character that can encourage employees to follow (Arifin, 2020). Leadership can be measured by paying attention to the leader's intelligence, abilities and expertise (Apriyanto et al, 2023). These three factors greatly influence the performance of subordinates because they determine the results of employee performance.

Organizational Culture, Culture means beliefs held as basic ideas. An organization is a group of 2 or more people who become one unit and have the same goals (Megantra, 2019). So it can be concluded that organizational culture is a mindset, habits and way of behaving to do things in an organization (Darmawan, 2022). Organizational culture is also a way and style of work that is assessed as a reflection of the values and beliefs followed by members of the organization (Marlius, 2023). The values implemented in organizational culture reflect the influence on the behavior of leaders and members. There are 4 factors used as a benchmark for organizational culture, namely: 1) Innovation and risk taking, 2) Orientation, 3) Accuracy, 4) Aggressiveness (Mustaan dan Hamdi, 2022).

Loyalty, Loyalty is an element in an organization that proves its commitment to its work (Arsiandi et al, 2018). Loyalty is not only in physical form but also non-physical, such as: thoughts and feelings towards one's work. Loyalty is very necessary in an organization so that it can run according to what has been planned. Members who are aware of loyalty are a form of investment that can maintain and develop the organization.

Loyalty indicators according to Suhardi et al, (2021) can be measured by 3 factors, namely: 1) Obedience and obedience, 2) Responsibility, 3) Devotion.

Performance, Performance is also called performance etymologically, it is "the act of performing" or action and carrying out a job (Nurhayati et al, 2022). Performance is also called achievement for the work that has been done. Performance is also the result of quality work that a member achieves. in carrying out their duties in accordance with the responsibilities that have been given (Kurniati et al, 2023).

Performance can be influenced by many factors. Rahmania et al, (2023) stated that performance is influenced by 3 groups of factors, namely: personal competence, organizational support and management support. Performance indicators can be measured by. According to

Ridwan et al, (2024) performance can be measured by 3 indicators, namely: 1) Quality, 2) Timeliness, 3) Effectiveness

RESEARCH METHODS

Type of Research

This type of research uses quantitative methods. Method that finds answers in the form of numbers as a tool to find out the desired results (Darmawan, 2014). The answers from the instrument will be processed using Smart Partial Least Square (SmartPLS) as a tool to analyze data in the form of numbers. Based on the research design, it can be explained that the data collection technique is through distributing structured questionnaires, with the sampling technique carried out using Random Sampling. According to Simply Psychology, random sampling is a type of probability sampling in which everyone in the entire target population has an equal chance of being selected. The sample was chosen randomly and is intended to be an unrepresentative representative of the total population.

Population and Sample

Population is a group of individuals or research objects that have at least similar characteristics (Sugiyono, 2019). Population is also a general area consisting of objects and subjects with certain numbers and characteristics where researchers can apply research and draw conclusions. So in this study the respondents chosen were PCNU Sidoarjo administrators. The sampling technique in this research used random sampling. In random sampling, researchers will determine criteria that meet the requirements for their research, sampling is limited to certain types of audiences or communities that can provide the desired information (Sugiyono, 2019).

According to Hair et al, (2020) the minimum number of samples that should be used is 10 times the number of all indicators. In general, a sample size of more than 100 is better, but a sample size of smaller than 100 is acceptable, depending on the research background (Hair et al, (2020) According to Sugiyono, (2019).in multivariate analysis, the minimum number of sample members is 10 times the number of variables studied. This study has 28 statement items, so the required sample size is 13 x 10 = 130 samples.

Data analysis

Evaluation of Measurement Models *(Outer Model)*

Outer model or the measurement model describes the relationship between the indicator block and the latent variable. The outer model is a measurement model to assess the validity and reliability of the model. Measurements carried out through measurement models are convergent validity, discriminant validity, composite reliability (cronbach's alpha).

Structural Model Evaluation (Inner Model)

The inner model is a specification of the relationship between latent variables. There are several tests for the structural model including: 1) R Square test, 2) Estimate for path coefficients, 3) Prediction relevance (Q square), is carried out in order to determine the predictive capabilities of blindfolding. Q square estimates the perfect value of an observation obtained if the Q square value <0 (zero) means that there is a model that has predictive relevance value, while the Q-square value is less than 0 (zero) meaning that there is a model that does not yet have predictive relevance, but if the Q-value square >0(zero) the model can be said to have relevant predictive value.

Hypothesis test

Hypothesis testing is used to measure the significance of hypothesis support using a comparison of t-table and t-statistic values. If the t-statistic value is higher than the t-table value, it means the hypothesis is supported or accepted. The PLS analysis used in this research was carried out with the SmartPLS 3.0 program. If the test results have a p-value ≤ 0.05 (5%) or 1.96 with a confidence level of 95% then it can be described as significant, and vice versa.

Descriptive Analysis

Research conducted at PCNU Sidoarjo contained 130 respondents. This research uses data analysis and hypothesis testing. Respondents' assessments of each variable are as follows.

Table 1. Analysis of Leadership Variables

Indicator	Statement	STS	TS	KK	S	SS	Average Indicator
Leader Intelligence	When working, leaders provide ideas and insights to achieve organizational goals				83	47	4,52
Leader Ability	Leaders are able to direct and organize members to work optimally			2	90	38	4,14
Leader Skills	Leaders channel their expertise, especially in the area of how to lead well to members				82	48	4,37
Average Indicator						4,34	

Based on the explanation of the leadership variable on the value of each indicator with a total of 130 respondents, it can produce an average value for all indicators of 4.34. This is in accordance with the classification of assessment categories that have a positive response to the leadership variable. The indicator that is considered positive by respondents and has the highest average value is the intelligence of the leader with an average value of 4.52 with the statement that in the work the leader provides ideas and concepts to achieve organizational goals.

Table 2. Analysis of Organizational Culture Variables

Indicator	Statement	STS	TS	KK	S	SS	Average Indicator
Innovation and risk taking	find new ideas/strategies by considering all aspects and analyzing the risks that will occur			17	93	31	4,22
Orientation	members learn the existing culture and understand it according to their work			3	83	44	4,32
Accuracy	The completion of tasks is considered in detail and in depth			3	80	47	4,33
Aggressiveness	in completing tasks is motivated and consistent with the specified goals			2	90	38	4,06
Average Indicator					4,23		

Based on the explanation of the organizational culture variable on the value of each indicator with a total of 130 respondents, it can produce an average value for all indicators of 4.23. This is in accordance with the classification of assessment categories that have a positive response to organizational culture variables. The indicator that is considered positive by respondents and has the highest average value is accuracy with an average value of 4.33 with the statement that task completion is paid attention to in detail and in depth.

Table 3. Analysis of Loyalty Variables

Indicator	Statement	STS	TS	KK	S	SS	Average Indicator
Obedience and compliance	always complete tasks according to the provisions without violating them			2	82	46	4,28
Responsibility	Complete assigned tasks with awareness of work			2	77	51	4,38
Devotion	Exert energy and conscious thought on the work			2	84	44	4,24
Average Indicator						4,30	

Based on the explanation of the loyalty variable on the value of each indicator with a total of 130 respondents, it can produce an average value for all indicators of 4.30. This is in accordance with the classification of assessment categories that have a positive response to the loyalty variable. The indicator that is considered positive by respondents and has the highest average value is responsibility with the statement completing the tasks given with awareness of work with an average value of 4,38.

Table 4. Analysis of Performance Variables

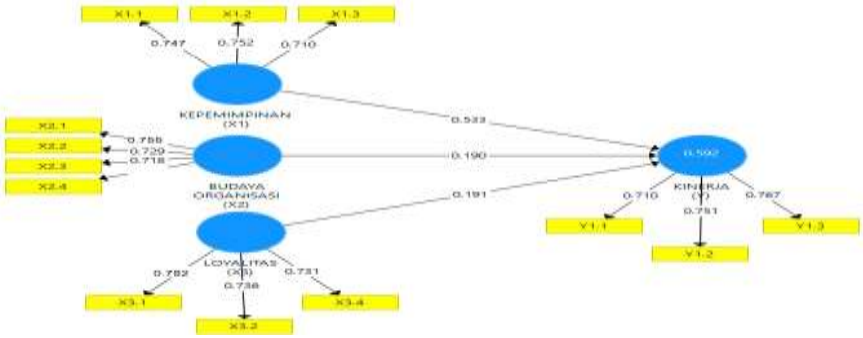
Indicator	Statement	STS	TS	KK	S	SS	Average Indicator
Quality	the actions taken fulfill the specified goals			4	75	51	4,37
Punctuality	Completion of tasks according to the time provided			1	85	44	4,27
Effectiveness	good resource optimization by considering various significant aspects				109	21	4,26
Average Indicator						4,30	

Based on the explanation of the performance variables on the value of each indicator with a total of 130 respondents, it can produce an average value for all indicators of 4.30. This is in accordance with the classification of assessment categories that have a positive response to the performance variable. The indicator that is considered positive by respondents and has the highest average value is punctuality with a statement of completing tasks in accordance with the time requirements that have been given with an average value of 4,37.

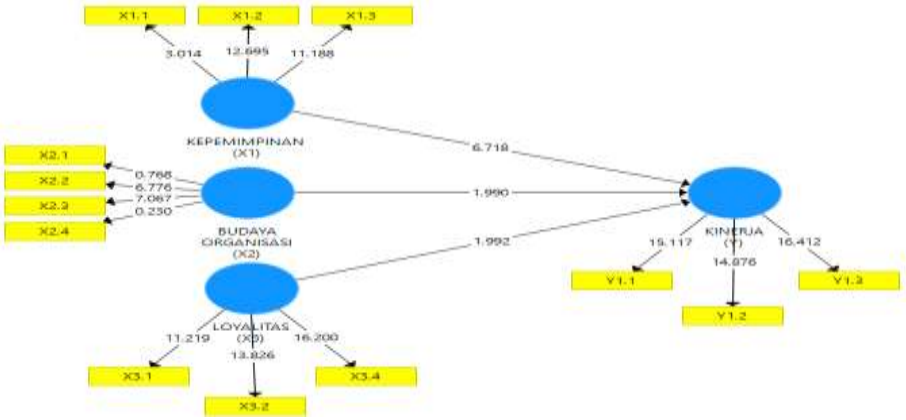
Data Quality Testing

Validity test

The analysis in this research uses a number processing application, namely SmartPLS 4.0. The purpose of the analysis is to determine the relationship between variables in the research. Data processing techniques can be assessed in the following stages :



Pict 1. *Outer Model*



Pict 2. *Inner Model*

Convergent Validity

Used to measure whether each construct indicator in the research is valid or not. This test can be seen through the factor loading values for each construct indicator. The rule of thumb for loading factors commonly used to measure convergent validity is >0.5 and >0.7. The following are the results of Convergent Validity testing, among others:

Table 5. *Outer Loading*

	Leadership	Organizational Culture	Loyalty	Performance
K.1	0,747			
K.2	0,752			
K.3	0,71			
BD.1		0,755		
BD.2		0,729		
BD.3		0,718		
BD.4		0,731		
L.1			0,782	
L.2			0,736	
L.3			0,731	

K.1	0,71
K.2	0,751
K.3	0,767

Based on table 5 above, it can be seen that all indicators for each variable produce a loading factor value of more than 0.7. These results state that all indicators are considered convergently valid, so they can be used to measure indicators in each variable.

Average Variance Extracted (AVE)

The following are the results of convergent validity testing with Average Variance Extracted (AVE) which are presented in table form:

Table 6. *Average Variance Extracted (AVE)*

Variable	Average Variance Extracted (AVE)
Leadership (X1)	0,523
Organizational Culture (X2)	0,568
Loyalty (X3)	0,514
Performance (Y)	0,552

Based on table 6 above, it can be seen that all indicators for each variable produce an AVE value of more than 0.5. These results state that all of these indicators are considered convergently valid, so they are able to measure each variable.

Discriminant Validity

This discriminant validity calculation uses cross loading. A variable is declared to have discriminant validity if the cross loading of an indicator on a variable is greater than other variables, then the indicator is declared valid in measuring the corresponding variable. The results of the Discriminant Validity calculation are in the following table:

Table 7. *Discriminant Validity*

	Leadership	Organizational Culture	Loyalty	Performance
K.1	0,747	0,185	0,266	0,304
K.2	0,752	0,262	0,409	0,588
K.3	0,710	0,260	0,443	0,454
BD.1	0,037	0,755	0,073	0,072
BD.2	0,325	0,729	0,473	0,367
BD.3	0,240	0,718	0,345	0,344
BD.4	0,014	0,731	0,105	0,071
L.1	0,326	0,346	0,782	0,419
L.2	0,465	0,426	0,736	0,469
L.3	0,451	0,424	0,731	0,411
K.1	0,535	0,327	0,453	0,710
K.2	0,545	0,385	0,400	0,751
K.3	0,517	0,399	0,496	0,767

Based on the results of the cross loading measurements in table 7 above, it can be seen that from each indicator, each variable is superior in the data processing test results .

Composite Reliability

Composite reliability is used to measure the true value of the reliability of a construct. Composite reliability is considered better in estimating the internal consistency of a construct. The rule of thumb for composite reliability is >0.7

Table 8. Composite Reliability

Variable	Composite Reliability
Leadership (X1)	0,777
Organizational Culture (X2)	0,778
Loyalty (X3)	0,787
Performance (Y)	0,760

Based on table 8 above, it can be seen that the leadership variable has a value of 0.777 > 0.7. The organizational culture variable has a value of 0.778 > 0.7. The loyalty variable has a value of 0.787 > 0.7. Meanwhile, the performance variable has a value of 0.760 > 0.7. So it can be concluded that the four variables are declared reliable.

Cronbach's Alpha

Cronbach's alpha is used to measure the lower limit of the reliability value of a construct and ensure the value of composite reliability. Rule of thumb for cronbach's alpha >0,7

Table 9. Cronbach's Alpha

Variable	Cronbach's Alpha
Leadership (X1)	0,704
Organizational Culture (X2)	0,727
Loyalty (X3)	0,794
Performance (Y)	0,772

Based on table 9 above, it can be seen that the leadership variable has a value of 0.704 > 0.7. The organizational culture variable has a value of 0.727 > 0.7. The loyalty variable has a value of 0.794 > 0.7. Meanwhile, the performance variable has a value of 0.772 > 0.7. So it can be concluded that the four variables are declared reliable.

Results Of The Hypothesis Test

The results of the hypothesis test can be seen from the NFI value ≥ 0.752 which is declared fit. Based on data processing that has been carried out using the SmartPLS 4.0 program, the Fit Model values are obtained as follows:

Table 10. ***Model Fit***

	Saturated Model	Cut Off Value	Disc
SRMR	0.101	<0.10	Fit
NFI	0.277	0-1	Fit

The goodness of fit test results of the PLS model in table 10 above show that the NFI value is 0.277 which means FIT, thus from these results it can be concluded that the model in this study has a high goodness of fit and is suitable for use for hypothesis study testing..

Hypothesis test

After assessing the internal model, the next thing is to evaluate the belt relationship and then construct it as a hypothesis measure in this study - Statistical value > 1.96 and P-Values < 0.05. Test values are as follows:

Table 11. ***Path Coefficient***

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
X1 -> Y	0.190	0.198	0.096	1.990	0.047
X2 -> Y	0.533	0.532	0.079	6.718	0,000
X3 -> Y	0.191	0.195	0.096	1.992	0.047

Based on table 11, it shows that variable X1 is related to variable Y with a P value of 0.047 and a T-statistic value of 1.990. It can be concluded that variable X1 has a positive and significant effect on variable Y because the T-Statistics value is <1.96 and P-Values <0.05. Variable X2 against variable Y with a P value of 0.000 and a T-statistic value of 6.718. It can be concluded that variable X2 has a positive and significant effect on variable Y because the T-Statistics value is <1.96 and P-Values <0.05. Variable X3 against variable Y with a P value of 0.047 and a T-statistic value of 1.992. It can be concluded that variable X3 has a positive and significant effect on variable Y because the T-Statistics value is <1.96 and P-Values <0.05.

RESULTS AND DISCUSSIONS

The influence of leadership on the organizational performance of PCNU Sidoarjo

Based on the test results in the analysis, there is a significant influence between leadership on the organizational performance of PCNU Sidoarjo. PCNU leadership always guides and directs its members in carrying out their respective obligations. The PCNU leadership also evaluates every activity that has been carried out. This is supported by research conducted by Sugiono & Tobing, (2021) that in an organization there are people who have the ability to influence, direct, guide and also some people who have activities to influence the behavior of other people so that they follow what they want rather than their boss or leader.

The influence of organizational culture on the organizational performance of PCNU Sidoarjo

Based on the test results in the analysis, there is a significant influence between organizational culture on the organizational performance of PCNU Sidoarjo. PCNU always implements and continues the habits carried out by previous members. For example, in every activity planning, we always ask for suggestions and references from members who have previously carried out activities even though their terms of office have ended. This behavior will reflect that members always appreciate and respect suggestions from previous members. This is supported by research conducted by Mujiati, (2020) which states that if an organization has the support of highly skilled and loyal members, the organization will develop. The organizational culture implemented is the teachings of previous generations. So that for future generations it will still be applied and considered based on the situation and conditions.

The influence of loyalty on the organizational performance of PCNU Sidoarjo. Based on the test results in the analysis, there is a significant influence between loyalty on the organizational performance of PCNU Sidoarjo. In the organization, members have a full sense of responsibility for their work. The PCNU Sidoarjo organization always completes its tasks well. Each member is always aware of their respective responsibilities and duties. This is supported by research conducted by Ningrum & Purnamasari, (2020) which states that increasing employee loyalty is a form of synergy that reflects the actions and behavior of employees.

CONCLUSION

This research shows that leadership has a significant influence on the organizational performance of PCNU Sidoarjo, which can be seen from the organization's performance in that every time it carries out its duties and carries out activities it always follows the leadership's directions. So that members are able to complete it well and know the performance of each member through evaluations carried out by the leadership. Organizational culture has a significant influence on the performance of the PCNU Sidoarjo organization, which can be seen through every planning and decision making process, always asking for advice and opinions from previous members who have served. In this way, good relations are established between members currently serving and members whose terms of office have ended. Loyalty has a significant effect on the organizational performance of PCNU Sidoarjo. Therefore, leadership, organizational culture, loyalty and member performance have continuity. This can be seen from members' self-awareness in carrying out and

completing tasks well and on time. Completion is carried out individually and in groups because each member is aware of their shared responsibility for the activities and tasks carried out.

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