

Influence of Organizational Culture, Organizational Commitment and Leadership to Employee Performance Through Organizational Trust In The South Sulawesi Election Commission (KPU)

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Abstract

This research aims to analyze the influence of culture, commitment and leadership on performance through organizational trust in employees of the Election Commission (KPU) in South Sulawesi. The research methods used are descriptive surveys and explanatory surveys. The technique used is cross section. The population of this study is all employees of the provincial KPU and KPU districts / cities in South Sulawesi, as many as 448 people spread across 24 districts / cities in South Sulawesi. The sample determination technique is proportional random sampling by region, with a total of 211 people determined using the formula slovin. The data is analyzed using Structural Equation Modeling analysis with the help of AMOS software.

The results showed that (1) organizational culture has a significant positive effect on organizational trust, (2) organizational commitment has a significant positive effect on organizational trust, (3) leadership has a significant positive effect on organizational trust, (4) organizational culture has a significant positive effect on employee performance, (5) organizational commitment has a significant positive effect on employee performance, (6) leadership has no significant effect on employee performance. Employee inertia, (7) organizational trust has a significant effect on employee performance, (8) organizational culture has a significant positive effect on employee performance through organizational trust, (9) organizational commitment has a significant positive effect on employee performance through organizational trust, (10) leadership has a significant positive effect on employee performance through organizational trust.

Keywords: *organizational culture, organizational commitment, leadership, performance, organizational trust*

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KPU as an institution that serves as the implementer of general elections, of course, must be supported by responsible human resources (HR) and integrity as a form of performance implementation. Human resources (HR) is a major factor in an organization, therefore efforts are needed to process human resources professionally in order to realize a balance between employee needs and organizational capabilities.

Human resources in the KPU are divided into two main components, namely the KPU member component and the secretariat employee component. Members of the KPU (commissioner) are leaders in the KPU at every level of the work unit. Secretariat employees consist of employees with organic civil servant status and employed status. Based on data on the composition of civil servants in the KPU, it is known that there is still dependence of KPU employees in other agencies and local governments, especially in the structural positions of echelon IV and above, because existing organic civil servants still do not meet the requirements of the level of rank.

Based on the KPU Strategic Plan of 2015-2019, it is known that strategic issues related to hr aspect problems are: 1) most civil servants in the KPU are seconded personnel that cause several problems, including: a) the dependence of the KPU to the local and central governments on related civil servants both in staff and official positions is very large. The composition causes problems in practice, for example, two days before the general election there are still replacements of employees who make it difficult for the KPU to improve their performance; and b) the dual loyalty of the relevant Civil Servants, where compliance and performance accountability not to the KPU but to superiors in the original agency; 2) The alleged violation of the code of ethics by KPU employees, especially in the verification stage of the administration of political parties participating in the Election in 2012 makes it difficult for the KPU to build trust from the public; 3) The number and composition of employees are not in accordance with their duties, functions and workload. The comparison between the number of employees and the workload is disproportionate. While the composition of employees

seen from educational backgrounds is still dominated by high school graduates or equivalent; 4) There is a disparity in employee competence between the center and the region, between the Western and Eastern regions of Indonesia. In addition, the competence of employees has not been in accordance with the needs of the organization and the workload of employees; and 5) the system of rewards (rewards) to employees is not adequate so that it indirectly affects employee performance.

As one of the organization of election / election organizers, the Election Commission is subject to the legal umbrella of "Regulation of the Honorary Board of Organizers (DKPP) ri number 2 of 2017" on the Code of Ethics and Code of Conduct of Election Organizers. Every election organizer must work, act, carry out duties, authorities and obligations as an election organizer based on the code of ethics and code of conduct of election organizers, as well as oaths / appointments of office. However, based on the DKPP Ruling it is known that there were several complaints of violations of the code of ethics by the Election Organizer (KPU) during 2014 - 2019.

Table 1.
Complaints of Violations of the Code of Ethics of Election Organizers (KPU)
During 2014 - 2019

Information	Year				
	2014	2015	2016	2018	2019
KPU Teradu	13	5	3	7	11
Rehabilitation	5	1	-	6	7
Stern Warnings/Warnings	2	3	3	-	3
Stops	6	1	-	1	-

Source: Data processed by DKPP of the Republic of Indonesia, 2020

The table above shows the number of KPU in 2014 as much as 24.07% of the total KPU district / city in South Sulawesi, with the number of rehabilitation decisions as many as 5, warning verdicts as many as 2 and dismissals as many as 6. Then, in 2015 there was a decrease in the number of Teradu KPU, but experienced an increase in the warning verdict which reached 60%, as well as in 2016 which experienced an increase in warning verdicts by the number of KPU issued (100%). While in 2018, the number of rehabilitation verdicts increased by 85.71% from the number of KPU terdu. In 2019, the number of KPU again increased by 11, with the percentage of warning verdicts increasing by 27.27% from the previous year. This shows that in general, the performance of the KPU in South Sulawesi still needs to be improved, where the performance of the KPU is largely determined by the performance of commissioners and employees.

Referring to the theoretical studies that have been described above, empirical research results are presented that support the relationship between variables. Mulyadi, et al (2012) stated that the influence of organizational culture on employee performance has a strong relationship. Similarly Isa (2012) found that two of the three dimensions of culture identified as having a significant positive influence on performance: bureaucratic culture and supportive culture. Nevertheless, the study revealed limitations of sample withdrawal, so cultural research for the public domain requires larger samples.

The cultural relationship of organizations with performance has been researched by researchers before, Lee and Yu (2004) conducted research on companies in Singapore, the results of which showed that the strength of organizational culture is related to performance. O'Regan and Ghobadian (2004), examined the relationship of organizational culture to performance, the results of which showed that a strong organizational culture has a relationship to long-term performance. Chen (2004), conducted research on manufacturing companies in Taiwan, the results of organizational culture research had a significant and positive effect on satisfaction, but did not have a significant effect on performance.

In some studies, leadership is generally placed as a dependent variable that has relationships with other independent variables as well as a significant influence on dependent variables (Edison, Anwar, and Komariyah, 2018:109).

Empirical theory and research have confirmed where trust plays a role in responding to crises in organizations. Trust is considered to have a positive influence on three key aspects of organizational behavior: (1) decentralization of decision-making, (2) the presence of communication without distortion, and (3) collaboration. (Kramer and Tyler, 1996 in Phase and Handoyo 2013, 1-6). Kaswan (2019: 406) suggests that a lot of research on trust in organizations shows that trust is important in improving employee performance quality, problem solving, and communication.

Referring to the empirical gaps described above, researchers propose organizational trust as an intervening variable, considering empirical research that finds organizational trusts have an effect on performance. Kuldip Singh, Zalina Mohd Desa, (2018). Furthermore Kaswan (2019) suggests that a lot of research on trust in organizations shows that trust is important in some ways; (1) Trust can improve the quality of employee performance, problem solving, and communication, (2) Trust can lift organizational citizenship behavior, (3) Trust can improve / improve subordinate-and-superior work relationships, implementation of self-

managed working groups, the company's ability to adapt to complexity and change, (4) Radical trust creates radical success, and others. De Janasz, Dowd, and Scheneider (2012) argue that organizational trust is an important foundation in a healthy work environment.

I. Literature

A. Performance

Performance in English is called job performance or actual performance or level of performance which is the success rate of employees in completing their work. Performance is not an individual characteristic, such as talent or ability, but is the embodiment of talent or ability itself. Performance is the embodiment of ability in the form of real work. Performance is the result of work achieved by employees in carrying out tasks and work that comes from the organization.

According to As Ad (1999:63) in Ansori and Indrasari (2018: 208), employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Mathis and Jackson (2001) in Priansa (2018: 269) states that performance is basically what employees do or don't do in carrying out their work.

Ahmi (2017: 176) states that performance is the result obtained by an organization both profit oriented and non profit oriented produced in a period of time.

More emphatically Armstrong and Baron (1998) in Fahmi (2017: 176) said performance is the result of work that has a strong relationship with strategic objectives of the organization, satisfaction, consumers, and economic contributions.

Indra Bastian further stated that performance is an overview of the level of achievement of the implementation of an activity / program / wisdom in realizing the goals, mission objectives and vision of the organization contained in the formulation of a strategic scheme (strategic planning) of an organization (Fahmi, 2017: 176).

Helfert (1996) in Zainal, et al (2015: 447) states that performance is a complete display of the state of the company over a period of time, is the result or achievement affected by the company's operational activities in utilizing its resources. Performance is the result of work that can be achieved by employees both individuals and groups in an organization, in accordance with the authority and responsibility given by the organization in an effort to achieve the vision of the mission and objectives of the organization concerned by including ability, perseverance, independence, ability.

B. Organizational Trust

Trust in an organization is one of the important things in building the organizational culture. According to Starnes, Truhon and McCarthy (2010), trust in an organization can be described into three things: believing in the integrity, character and ability of the leader, believing in the reciprocal relationship of behavior, believing in integrity, honesty or fairness that is established with fellow individuals in a company. According to Rousseau et al., In Muhl (2014: 8) belief in an organization is psychological that consists of a state of surrender to accept deficiencies based on positive expectations of the intentions or behaviors of others.

According to Robbins and Judge (2013) trust is a positive expectation and expectation that others will not go through words, actions, and policies opportunistically. An individual's relationship with the organization is initiated by building trust first with the organization, then the feeling is developed and realized in the form of a strong attachment and personal identification to the organization.

Steers (1977) in Chasanah and Irwandi (2012) argues that organizational trust is a picture of the ability shown by the organization to meet the organization's commitment to its employees.

Organizational trust is the willingness of organizations, based on culture and behavior to communicate in relationships and transactions, to be vulnerable to individuals, groups, or other organizations on the basis of the belief that they are competent, open and honest, religiously caring and identified with goals, norms and values (Shockley_Zalaba, et al., 2000).

De Janasz, Dowd, and Scheneider (2012) argue that organizational trust is an important foundation in a healthy work environment. Without organizational trust, employees will focus on self-protection that will weaken the desire to be cooperative, undermine motivation, and thwart productivity and innovation at work.

Organizational trust can be analogous to a picture of the security of members of the organization when interacting with each other. This form of security is seen from all openness in terms of communication, information exchange, emotion management and decision-making processes. This organizational trust can be built through teamwork, leadership, goal achievement, increased satisfaction, commitment and harmony among organizational members. (Celik, et al, 2011).

C. Organizational Culture

Organizational culture is a basic organizational philosophy that contains shared beliefs, norms and values that are core characteristics of how to perform accordingly within an organization. These beliefs, norms and values are the handle of all human resources in the organization in carrying out its performance (Wibowo, 2019).

Organizational culture serves to provide a sense of identity to organizational members, give rise to commitment to the organization's mission, guide and shape the standards of behavior of organizational members and improve the stability of social systems (Soetopo, 2019).

Hofstede (1986), culture is a variety of interactions of habitual traits that affect groups of people in their environment. Organizational culture is often portrayed in a shared sense. Patterns of beliefs, symbols, rituals and myths developed over time and served as the glue that united organizations. The variety of organizational forms or companies, of course, has a different culture, this is natural because the organizational environment is different, such as service companies, manufacturing and trading. According to Beach (1993), culture is at the core of what is important in organizations. Such as the activity of giving orders and prohibitions and describing something that is done and not done that regulates the behavior of members. So culture contains what can or should not be done so that it can be said as a guideline used to carry out organizational activities. Basically, organizational culture in the company is a tool to unite every individual who performs activities together. Kreitner and Kinicki (1995), suggest that organizational culture is the social glue that remembers members of the organization. It seems that in order for a characteristic or personality that varies between one person and another person can be united in an organizational force then there needs to be a social glue.

Bliss (1999), said that in culture there is an agreement that refers to a system of meaning together, embraced by members of the organization in distinguishing one organization from another. Similarly, with Robbins (2003), organizational culture is a shared perception embraced by members of the organization, and is a system of shared meaning.

Kartono (1994), stated that the form of culture that emerges in working groups in companies comes from various sources, among others: from the stratification of the social class of workers - workers / employees, from technical sources and types of work, the psychological climate of the company itself created by employers, directors and managers behind the cultural climate of workers in small informal groups. Hidayat (2002), we were all born of human beings and then grew up by social

upbringing with culture environment. Since cultures always process plural nation language, tradition and religion are indispensably diverse.

Kotter and Heskett (2002), culture has full power, influence on the individual and performance even on the work environment. Buchanan and Huczyski (1997), elements of organizational or corporate culture are values, beliefs, opinions, attitudes and norms. Priansa (2018), organizational culture is a system of values and beliefs that are shared and interact with people in an organization, organizational structure and supervision system to produce behavioral norms.

D. Commitment

Spector et al., (2000), states that organizational commitment describes the extent to which an individual identifies himself or herself and engages with his organization and does not wish to leave his organization, this is in line with a concept adapted from the concept of Meyer and Allen (1997), which concludes that organizational commitment is a psychological state that characterizes the relationship between employee and organization, and has implications for the decision to continue his membership in the organ. That ization. Commitment to the organization has almost the same emphasis on the process of the individual (employee) in identifying himself with the values, rules, and objectives of the organization and making the individual have the desire to maintain his or her membership in the organization.

Meanwhile, Moore (in Ivancevich and Matteson, 2002), sees organizational commitment in a narrower level involving three attitudes, namely: (1) a sense of identification with the organization's goals, (2) a feeling of involvement in organizational obligations (a feeling of involvement in organizational duties), and (3) a feeling of loyalty to the organization (a feeling of loyalty for the organization). In organizational life, commitment is derived from several levels of the organization, including employees who are directly involved in it and upper-middle-level managers (commitment should drive from several organizational levels, including the employees directly involved and the middle and upper managers). This commitment is necessary to build the organization to be solid in the face of environmental demands, especially from customers and competitors.

E. Leadership

According to Sule and Priansa (2018: 25-26), leadership is the generalization of leader behavior and leadership concepts through historical background, due to the emergence of leadership, the requirements of being a leader, the main traits of leadership, its main duties and functions and various other aspects related to

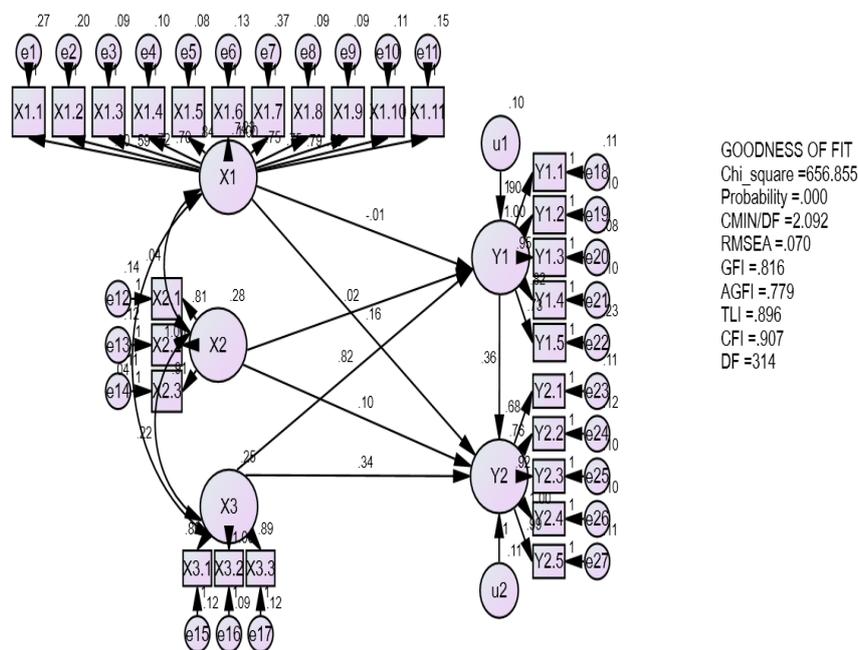
leadership and leadership. Martoyo (2015: 192) defines leadership as the whole activity in order to influence people to work together to achieve a goal that is desired together.

II. Methodology

This research uses a quantitative approach. This research is designed using a descriptive verifiive type of research. Descriptive research is research that aims to obtain a description of an object in this case is a description of the research variable. Verifiive research is a study that aims to determine the influence between variables through hypothesis testing in this case is the influence of organizational culture variables, organizational commitment, leadership, organizational trust on employee performance. Given the type of research chosen, the research methods used are descriptive surveys and explanatory surveys. Descriptive survey is a research method that aims to obtain a description of the research object and explanatory survey is a research method that aims to find out the characteristics and explain the relationship between variables studied using a number of samples (Cooper and Schindler, 2008). The population in this study was 448 employees spread across 24 districts / cities in south Sulawesi. The number of samples in the study, researchers used the slovin formula with a sample of 211 people. Analysis of data in this study using SEM

III. Research Results

Based on the way values are determined in the model, the first model testing variable is grouped into exogenous variables (exogenous variables) and endogenous variables (endogenous variables). Exogenous variables are variables whose values are determined outside the model. An endogenous variable is a variable whose value is determined through an equation or from a model of the relationship formed. Included in the group of exogenous variables are measurements of organizational culture, organizational commitment and leadership, while those classified as endogenous variables are organizational trust and employee performance. The model is said to be good when the development of the hypothetical model is theoretically supported by empirical data. The results of the complete SEM analysis can be seen in the following image:



From the evaluation of the chi square model in the first stage as indicated by figure 1, the criteria of goodness of fit indices appears that no one meets the criteria, but looking at the number of samples in this study < 250 and indicators are relatively small, namely 27 indicators (12 < m < 30), then there needs to be proof whether there is a conformity between the model and the data through the fulfillment of the value of goodness criteria of fit indices so that modification of the model by doing correlation between err or indicators in accordance with the instructions of modification indices provided that modifications are made without changing the meaning of relationships between variables. The initial stage of the model, chi square value 656,855,098 on DF 314 so that P Value 0.000 < 0.05, then the model is NOT FIT with data. So as to overcome this problem can use modifications with the addition of residual covariance relationships from each indicator as seen in Appendix 10. After the modification indices stage 3 times, namely:

1. The first stage through the addition of covariance relationships between residual exogenous variables, known Chi square value 330,466 in DF 273 so that P Value $0.010 < 0.05$, then the model is NOT FIT with data. So as to overcome this problem can use modifications with the addition of residual covariance relationships from each indicator.
2. The second stage, through the addition of residual covariance relationships from each indicator, is known Chi square value 316,359 on DF 270 so that P Value $0.027 < 0.05$, then the model is NOT FIT with data. So as to overcome this problem can use modifications with the addition of residual covariance relationships from each indicator.
3. The third stage, the addition of covariance relationships between residual variables, is known Chi square value 286.865 in DF 275 so that P Value $0.081 > 0.05$, then fit model with data. So that for the next, this model can already be used as the final model. There is no need to make the next modification.

The results of the analysis after the final model obtained are as follows:

Table 2
Evaluation of Goodness of Fit Indices Overall Model criteria

Goodness of fit index	Cut-off Value	Model Results*	Information
Chi_Square	Expected to be small	286,865 (0.05:275=314.67)	Good
Probability	≥ 0.05	0.299	Good
CMIN/DF	≤ 2.00	1.043	Good
RMSEA	≤ 0.08	0.014	Good
GFI	≥ 0.90	0.916	Good
AGFI	≥ 0.90	0.884	Marginal
TLI	≥ 0.94	0.996	Good
CFI	≥ 0.94	0.997	Good

From the evaluation of the model shows from eight criteria goodness of fit indices only AGFI is in the marginal category, but is close to critical value, so the overall model can be said to have matched the data and can be analyzed further. Based on the results of modification indices in stage 3, the structural final model can be seen in the following image:

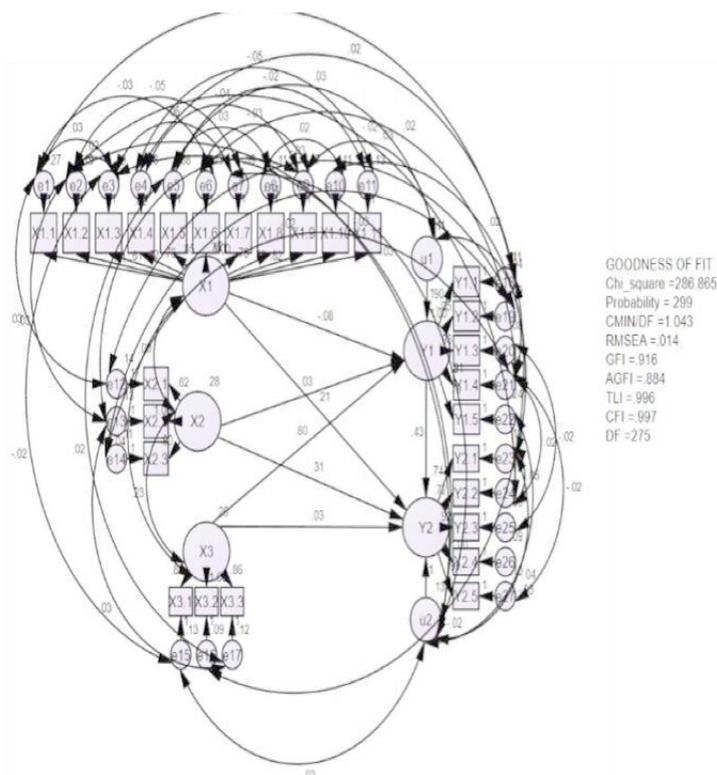


Figure 2
Final Stage Structure Model

Of the overall seven-lane direct model hypothesized, there are six that are significant and one is insignificant. As for indirect lines, all are significant. The interpretation of Table 23 can be explained as follows:

- a. Organizational culture has a significant positive influence on organizational trust with $P = 0.000 < 0.05$ with a coefficient value of 0.811, this coefficient indicates that the application of a good organizational culture will increase organizational trust. Thus the first hypothesis, accepted.
- b. Organizational commitment has a significant positive influence on organizational trust with $P = 0.000 < 0.05$ with a coefficient value of 0.441, this coefficient shows that the high commitment of the organization will increase organizational trust. Thus the second hypothesis is accepted.
- c. Leadership has a significant positive influence on organizational trusts with $P = 0.000 < 0.05$ with a coefficient value of 0.801, this coefficient shows that the higher the respondent's perception of leadership will increase trust in the organization. Thus the third hypothesis is accepted.
- d. Organizational culture has a significant positive influence on employee performance with $P = 0.001 < 0.05$ with a coefficient value of 0.207, this coefficient shows that the higher the understanding and good organizational culture practices, the better employee performance will also increase. Thus the fourth hypothesis, accepted.
- e. Organizational commitment has a significant positive influence on employee performance with $P = 0.032 < 0.05$ with a coefficient value of 0.309, this coefficient shows that the higher employee commitment to the organization, the higher the employee performance. Thus the fifth hypothesis, accepted.
- f. Leadership does not have a significant positive influence on performance with $P = 0.856 > 0.05$ with a coefficient value of 0.033, this coefficient shows that employee perception of leadership has no direct influence on performance improvement. Thus the sixth hypothesis, rejected.
- g. Organizational trust has a significant positive influence on employee performance with $P = 0.000 < 0.05$ with a coefficient value of 0.431, this coefficient shows that the higher employee confidence in the organization, the higher the employee performance. Thus the seventh hypothesis, accepted.
- h. Organizational culture has a significant positive effect on employee performance through organizational trust with $P = 0.001 < 0.05$ with a coefficient value of 0.557, this coefficient shows that with organizational trust able to mediate the application of organizational culture to improve employee performance. Thus the eighth hypothesis, accepted.
- i. Organizational commitment has a significant positive effect on employee performance through organizational trust with $P = 0.008 < 0.05$ with a coefficient value of 0.449, this coefficient shows that with organizational trust able to facilitate the implementation of organizational commitment to improve employee performance. Thus the ninth hypothesis, accepted.
- j. Leadership has a significant positive influence on performance through organizational trust with $P = 0.0097 < 0.05$ with a coefficient value of 0.378, this coefficient shows that with good leadership will encourage higher organizational trust so that it has an impact on employee performance. Thus the tenth hypothesis, accepted.

This discussion is focused on decisions resulting from hypothesis testing, in an effort to answer the formulation of research problems. The results of the analysis of hypothesis testing are spelled out as follows:

1. Influence of Organizational Culture Variables on Organizational Trust

To answer the first problem formulation and hypothesis can be observed from the results of the path analysis in Table 23 which shows that organizational culture has a significant influence on exogenous variables Endogenous variables Mediation values P Values Information Organizational performance organization culture organizational trust 0.001Sign organizational performance organizational commitment trust 0.0008 Significant Organizational trust Performance Leadership 0.00097 Significant organizational trust with $P = 0.000 < 0.05$ and coefficient value of 0.811. This indicates that the high level of trust of the organization is influenced by the organization's culture. The application of organizational culture by KPU employees in South Sulawesi adheres to the principles of the organizers which are basic values and principles in carrying out their duties and responsibilities. This organizational culture is reflected in independent, honest, fair, legal, orderly, open, proportionate, professional, accountable, effective and efficient behavior. The results of this study show that organizational culture has a significant positive effect on organizational trust. These findings are in line with suripto research (2016) which found that organizational cultural attributes have a significant direct influence on organizational beliefs. Organizational trust can be explained by organizational character, organizational leadership, organizational commitment, employee management, and success criteria, with a percentage of 61.2%. Therefore, organizational trust can be realized by the character of the organization, leadership, commitment, employee management and good success criteria.

This research is also in line with Fitria (2018) which states that organizational culture is a collection of norms and values that govern the way people act and behave in organizations. This culture has a relationship with the

teacher's trust in the organization which also influences the success of the education system. In his research, it was also explained that trust becomes very important because with trust, a teacher can trust leaders and decision-making in accordance with applicable norms and rules.

2. Influence of Organizational Commitment Variables on Organizational Trust

The results of the analysis in Table 23 show that organizational commitment has a significant influence on organizational trust, with $P = 0.000 < 0.05$ with a coefficient value of 0.441. This indicates that the organization's high level of trust is influenced by the organization's commitment. Organizational commitment in this research is measured by affective commitment, normative commitment and continuous commitment. The organization's commitment to KPU employees is interpreted as a strong desire to remain part of the KPU as an election organizer institution, has the desire to work hard in accordance with the main duties and functions based on laws and regulations and believes and accepts the values and objectives of the KPU. This organizational commitment is one form of employee loyalty reflection formed by affective, normative and continued attitudes. Employees who have a high commitment show an attitude to continue working, have high expectations and are willing to do work, even outside of Tupoksi as long as it relates to the vision and mission of the KPU as an election organizer. The high commitment of KPU employees is also indicated by the low percentage of turnover or moving both between districts / cities and moving to local government agencies (PPID KPU Sulsel, 2021). This is in line with the context of research conducted by Utami (2018), trust will increase the commitment of teacher organizations. Organizational commitment as an expression of a form of loyalty is unlikely to arise if there is no trust in the organization.

3. Influence of Leadership Variables On Organizational Trust

The results of an analysis in Table 23 show that leadership has a significant influence on organizational trust. This indicates that the high confidence of the organization is influenced by leadership with $P = 0.000 < 0.05$ with a coefficient value of 0.801 which indicates that the higher the respondent's perception of leadership will increase trust in the organization. KPU is a unique institution because the element of leadership in this case is a commissioner who does not have a career level. KPU leadership is also collectively collegial and decision-making is done together. Thus, the role of the KPU commissioner is very central in increasing employee confidence in the organization. That is, KPU commissioners who are able to maintain good relations with KPU employees and understand and practice a clear task structure and authority and in accordance with the laws and regulations, it will create, encourage and increase employee confidence in the organization. Good relations with KPU employees are carried out by respecting the rights and obligations of KPU employees, respecting the work of employees, and being objective. In addition, the need for clarity of roles and responsibilities based on the divisions that are the authority of each commissioner. Factually in the field, commissioners who are able to maintain integrity at every stage of the election will increase employee confidence in the organization as a clean and credible institution. This means that the commissioner must be a role model for employees in instilling trust in the organization.

4. Influence of Organizational Culture Variables on Employee Performance

The results of the analysis in Table 23 showed that organizational culture has a significant influence on employee performance. This indicates that the high low performance of employees is influenced by organizational culture, with $P = 0.001 < 0.05$ with a coefficient value of 0.207. Implementation of organizational culture is a value that is believed by all members and used as a guideline for carrying out activities in the organization. The result of the study that supports this research is Sutrisno (2017) which explains that the implementation of organizational culture has a positive and significant effect on employee performance. Conceptually how the organizational culture in the KPU se South Sulawesi can affect the behavior of employees in the organization is due to the common perception as an election organizer into values that are held firmly by employees derived from laws and regulations related to ownership ethics. This principle becomes a value that is then implemented in carrying out daily activities, both administratively, technically and policy related to ownership. This built organizational culture becomes a system of values believed by KPU employees, studied and applied continuously so that it serves as an adhesive system, and can be used as a reference to behave in organizing to achieve the goals of the KPU that have been set.

5. Influence of Organizational Commitment Variables on Employee Performance

The results of the analysis in Table 23 showed that organizational commitment has a significant influence on employee performance, with $P = 0.032 < 0.05$ and a coefficient value of 0.309, this coefficient shows that the higher employee commitment to the organization, the higher the employee performance. The high commitment of the organization is shown affectively by KPU employees with a willingness to work hard even though it is outside the main tasks and functions to realize the vision and mission of the KPU. This is due to the high

expectations of employees for the sustainability of election organizing institutions that have high credibility. In addition, normatively KPU employees have a commitment to be responsible for work and proud as part of the election organizing agency. Similarly, KPU employees choose to continue their work as state civil servants assigned to the KPU, although a small percentage of KPU employees are ASN Scope of Local Government who have the opportunity to be promoted to higher positions in previous agencies.

6. Influence of Leadership Variables on Employee Performance

The results of the analysis in Table 23 showed that leadership had no significant effect on employee performance, with $P = 0.856 > 0.05$ and a coefficient value of 0.033, indicating that employee perception of leadership had no direct effect on performance improvement. Leadership that has no effect on employee performance indicates that the high low performance of employees is not directly influenced by the leadership of the KPU in this case the KPU commissioner. As it is known that the General Election Commission (KPU) is a national, permanent and independent election organizer. The working area of the KPU covers all of Indonesia consisting of KPU, Provincial KPU, Regency KPU, PPK, PPS, KPSS. Provincial, Regency / City KPU is part of the KPU institution that holds elections at the provincial, district / city level in a hierarchical manner. Judging from the leadership aspect, the KPU leadership model is collectively collegial because decision making is done jointly by the commissioners. The KPU Commissioner is a leadership element in the KPU who has a term of office for 5 years with a composition that can change each period depending on the results of the selection carried out by the KPU Member Selection Team based on its level. The change of commissioner resulted in several differences felt by KPU employees including leadership style and type, competence and managerial ability.

7. Influence of Organizational Trust Variables on Employee Performance

The results of the analysis in Table 23 showed that organizational trusts have a significant positive influence on employee performance, with $P = 0,000 < 0.05$ and coefficient values of 0.431, which shows that the higher employee confidence in the organization, the higher the employee performance. The trust of employees in the KPU as an election organizing institution is indicated by the high integrity of employees in understanding and implementing the principles of elections as an embodiment and embodiment of values into a system that regulates the activities of all members of the organization, ranging from employees to KPU commissioners. On the competency side, organizational trust is realized because the KPU prioritizes knowledge and technical competencies owned by employees to support the achievement of KPU goals. In theory, KPU employees must understand the laws and regulations and technically be able to implement into activities both during the ongoing election stage and at non-election stages. In addition, employees also believe that the KPU has consistently faced all situations and provided solutions based on laws and regulations and has reliability in conducting self evaluation. Self-assessment is believed to be an indicator of trust in the organization because it concerns the ability to explore and evaluate one's own work through systematic procedures by observing, analyzing, and assessing and obtaining results aimed at being a stabilizer even as leverage to improve performance.

8. Influence of Organizational Culture Variables on Employee Performance Through Organizational Trust

The results of the analysis in Table 23 showed that organizational culture has a significant influence on employee performance through organizational trust. with $P = 0.001 < 0.05$ and a coefficient value of 0.557, which indicates that organizational trust is able to facilitate the application of organizational culture to improve employee performance. This shows that organizational trusts are able to mediate the role of organizational culture to improve employee performance. This means that if KPU employees have been able to internalize the basic principles into values and culture as a whole which is then integrated with employee confidence in the KPU, then the improvement of good performance in quantity, quality, adjusts to time, behavior and ensures a harmonious cooperative relationship. In practice, organizational culture in the KPU becomes a frame that limits employee behavior to always be in accordance with established laws and regulations.

9. Influence of Variable Organizational Commitment to Employee Performance Through Organizational Trust

The results of the analysis in Table 23 show that organizational commitment has a significant effect on employee performance through organizational trust. with $P = 0.008 < 0.05$ and a coefficient value of 0.449, which indicates that organizational trust is able to facilitate the implementation of organizational commitment to improve employee performance.

It shows that. Organizational trust is able to mediate the role of organizational commitment to improving employee performance. This means that employees who have a high commitment both affectively, normatively and sustainably and have a high level of trust in the organization, will encourage employees to show high performance. One of the causes of the high commitment of KPU employees is the fulfillment of employee expectations and desires in terms of high compensation despite working with high volume and rhythm in

accordance with the stages of the election that are running. This is in line with Fahlevi and Afandi's research (2019) which suggests that organizational trust variables mediate leadership relationships and commitment to employee performance.

10. Influence of Leadership Variables on Employee Performance Through Organizational Trust

The test results in Table 23 show that organizational trusts are variables that positively mediate the influence of leadership on employee performance, with $P = 0.0097 < 0.05$ and coefficient values of 0.378, indicating that with good leadership will encourage higher organizational trusts to have an impact on employee performance. This shows that the perception of high leadership in synergy with high organizational trust will improve employee performance. The results of the above analysis illustrate that better leadership followed by confidence in the organization that is getting higher, will affect the performance of employees of the Provincial KPU, Regency / City se South Sulawesi more optimally, and vice versa.

IV. Conclusion

- a. Organizational culture has a significant positive influence on organizational trust of employees in KPU in South Sulawesi.
- b. The organization's commitment has a significant positive influence on employee organizational trust in KPU in South Sulawesi.
- c. Leadership has a significant positive effect on organizational trust of employees in KPU in South Sulawesi
- d. Organizational culture has a significant positive effect on employee performance in KPU in South Sulawesi.
- e. Organizational commitment has a significant positive effect on employee performance in KPU in South Sulawesi
- f. Leadership has no significant effect on employee performance in KPU in South Sulawesi
- g. Organizational trust has a significant positive effect on employee performance in KPU in South Sulawesi
- h. Organizational culture has a significant positive effect on employee performance through organizational trust in KPU in South Sulawesi.
- i. The commitment of the organization has a significant positive effect on employee performance through organizational trust in the KPU in South Sulawesi.
- j. Leadership has a significant positive effect on employee performance through organizational trust in KPU in South Sulawesi.

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