

## The Role of Organizational Culture on Human Resource Performance in the Cash Management Department

Ari Ramadika Dyamai<sup>1)</sup> & Widodo<sup>2)</sup>

<sup>1)</sup>Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: [ariramadikadyamai.std@unissula.ac.id](mailto:ariramadikadyamai.std@unissula.ac.id)

<sup>2)</sup>Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: [widodo@unissula.ac.id](mailto:widodo@unissula.ac.id)

**Abstract.** *The research questions are: 1) How does leadership influence employee performance in the Financial Management Department? 2) How does organizational culture influence employee performance in the Financial Management Department? 3) How does leadership influence organizational culture in the Financial Management Department. This research uses a quantitative approach. The data collection technique used was a questionnaire. Data analysis included descriptive analysis and data analysis using the Structural Equation Model (PLS). The results of the study (1) indicate that leadership has a positive effect on human resource performance, thus accepting hypothesis H1 and rejecting H0. Accepting H1 and rejecting H0 means that the research results support the alternative hypothesis (H1) and rejecting the null hypothesis (H0). This indicates that there is sufficient statistical evidence to state that the hypothesized relationship or influence does exist. (2) Organizational Culture has a positive effect on HR Performance, so that hypothesis H1 is accepted and H0 is rejected. H1 is accepted and H0 is rejected, meaning that the research results support the alternative hypothesis (H1) and reject the null hypothesis (H0). This indicates that there is sufficient statistical evidence to state that the hypothesized relationship or influence does exist. (3) Leadership has a positive effect on Organizational Culture, so that hypothesis H1 is accepted and H0 is rejected. H1 is accepted and H0 is rejected, meaning that the research results support the alternative hypothesis (H1) and reject the null hypothesis (H0). This indicates that there is sufficient statistical evidence to state that the hypothesized relationship or influence does exist.*

**Keywords:** *Meaning; Rejected; Research; Results.*

### 1. Introduction

Human resources (HR) are crucial for an organization because they support the formation and operation of the organization in accordance with its goals. Without human resources, it will be difficult for an organization to achieve its goals effectively. Therefore, an organization desperately needs human resources to create good work efficiency within the organization (Nurhaliza et al., 2025). Organizational performance depends on individual performance, or

in other words, individual performance will provide strength or success for organizational performance. Organizational goals can be achieved through positive employee performance. Conversely, organizations will face obstacles in achieving their goals when employee performance is ineffective, meaning they cannot meet the job demands desired by the organization (Hafidzi et al., 2023).

In this era of globalization, competition between companies is increasingly fierce. This will force each company to maximize its performance to win the competition. However, performance improvements will not be successful without adequate resources (Fais & Sudarso, 2022). One of the most important resources in a company is human resources or labor (Anwar, 2007; Suprihanto & Putri, 2021). The workforce or employees are a company's main asset because without employee participation, company activities will not run smoothly. Employees play an active role in establishing plans, systems, processes, and goals to be achieved (Mutiara et al., 2022).

The achievement of company goals is highly dependent on the good or bad performance of employees (Prasetyawati et al., 2022). Therefore, companies, in this case leaders, are obliged to pay attention to employees, directing and motivating them to improve their performance (Deviyanty et al., 2024). Employee performance is an employee's achievement in their work environment (Arifudin, 2022). High employee performance reflects employees who are satisfied with their work and will fulfill all their obligations as employees (Soeharso & Tripomo, 2020). Every company always expects its employees to perform well, because having high-performing employees will provide optimal contributions to the company, thereby improving its performance (Abrori et al., 2022). In other words, the sustainability of a company is largely determined by the performance of its employees. Therefore, employee performance can be influenced by leadership, organizational culture, and work discipline.

Leadership is a crucial factor in providing direction to subordinates, especially in these times of open communication. Therefore, leaders are needed who can empower their employees. In the workplace, a person can perform well if they receive positive work influence from a leader (Ferine et al., 2021). Leadership plays a crucial role in a company. The leadership implemented can influence the company's success or failure in achieving its goals. A leader is not merely an object in achieving goals, but also a subject or actor. Leadership is a key factor in the running of an organization. Therefore, through the mobilization of various resources managed by the leader, employee performance can be improved and thus organizational goals can be achieved (Cortés-Denia et al., 2023). To achieve good performance, companies need to develop good leadership.

Organizational culture can be understood as a set of values, norms, and assumptions that have been accepted and followed by members of an organization as guidelines for behavior and solving organizational problems. This culture functions as norms and values that guide member behavior, where each individual is expected to behave in accordance with the existing culture to be accepted in their environment (Nurhaliza et al., 2025). In addition, organizational culture also reflects the distribution of social knowledge within the

organization about the rules, norms, and values that shape employee attitudes and behavior. In this process, the role of leadership is very important in internalizing norms and values, so that the final result of the internalization process will shape the attitudes and behavior of organizational members (Marliana & Febrian, 2023).

## 2. Research Methods

The type of research used in this study is explanatory research. According to Singarimbun & Effendi (2011), explanatory research is research that explains the causal relationship between research variables through hypothesis testing. Because the main reason for explanatory research is to test the proposed hypothesis, it is hoped that this research can explain the relationship and influence of the variables. The method used in this study is a survey method. The survey method is research conducted on a population by analyzing data obtained from the population itself (Sekaran & Bougie, 2013).

## 3. Results and Discussion

The research was conducted by distributing questionnaires directly to each respondent, who was an employee of the Financial Management Department. The questionnaires distributed to the respondents were completely completed and all were successfully received by the researcher. The distributed questionnaires identified the respondents' characteristics, which will help the researcher determine the profile or identity of the research subjects, which will be linked to the research results.

### 1) Gender

Based on the results of distributing the questionnaire, the data obtained are shown in the following table:

Table Respondent Profile Based on Gender

Gender	N	Percentage (%)
Man	88	100
Total	88	100.0

Table shows that the percentage of male respondents was 88, or 100%. This indicates that male respondents still had the highest frequency. Based on available data, male respondents were the highest in several studies. This indicates that in some contexts, male respondents outnumbered female respondents.

### 2) Age

Based on the results of distributing the questionnaire, the data obtained are shown in the following table:

Table Respondent Profile Based on Age

Age	N	Percentage (%)
31-40 Years	52	60.0
>40 Years	36	40.0
Total	88	100.0

Based on table, it is known that the percentage of respondents aged 31-40 years is 52 or 60.0%, respondents aged >40 years are 36 or 40.0%. In this case, it states that the highest frequency is still held by respondents aged 31-40 years. In the percentage of respondents based on age 31-40 years, it is important to understand the characteristics of respondents and their impact on the results of the study. This analysis can provide insight into the preferences, behaviors, and views of different age groups.

### 3) Marital status

Based on the results of distributing the questionnaire, the data obtained are shown in the following table:

Table Respondent Profile Based on Marital Status

Marital status	N	Percentage (%)
Marry	85	87.0
Not married yet	3	13.0
Total	88	100.0

Table shows that 85% of respondents with a marital status of "married" (87.0%) and 3% of respondents with a marital status of "unmarried" (13.0%). This indicates that the highest frequency is still held by respondents with a marital status of "married." This is based on various studies and surveys in which the majority of respondents are married, both in research on family, health, and other fields.

### 4) Education

Based on the results of distributing the questionnaire, the data obtained are shown in the following table:

Table Respondent Profile Based on Last Education

Last education	N	Percentage (%)
Bachelor degree)	85	87.0
Masters (S2)	3	13.0
Total	88	100.0

Based on table it is known that the percentage of respondents with a Bachelor's degree (S1) is 85 or 87.0%, respondents with a Master's degree (S2) are 3 or 13.0%. In this case, it states that the highest frequency is still held by respondents with a Bachelor's degree (S1). This statement indicates that in a study or survey, the majority of respondents have a Bachelor's

degree (S1). This means that of all the respondents who participated, the group with a Bachelor's degree is the largest in number.

Outer Model or Measurement Model testing is used to test the validity and reliability of an instrument. The Outer Model test aims to specify the relationship between latent variables and their indicators. Validity testing is conducted to determine the ability of a research instrument to measure what it should measure or the accuracy of the research instrument. This is done by calculating the correlation value of each indicator item value against the total value of all indicators in a variable. Meanwhile, reliability testing is used to measure the consistency of the measuring instrument in measuring a concept. There are three criteria in the use of data analysis techniques with SmartPLS to assess the Outer Model: Convergent Validity, Discriminant Validity, and Composite Reliability.

### Discussion:

#### 1) The Influence of Leadership on HR Performance

Based on the research results, leadership has a positive influence on HR Performance, with a p-value of 0.015 or  $0.015 < 0.05$ , so hypothesis H1 is accepted and H0 is rejected. The results of this study are in line with research by (Gökalp & Soran, 2022); (Bryan & Vitello-Cicciu, 2022) and (Srimulyani et al., 2023) which shows that leadership significantly influences performance. The leadership factor is one of the most important factors in providing direction to subordinates, especially in these times when everything is open, so the leader needed is a leader who is able to empower his employees. In the world of work, a person can work well if he receives positive work influence from a leader (Ferine et al., 2021).

Leadership plays a crucial role in a company. The leadership applied can influence the company's success or failure in achieving its goals. A leader is not merely an object in achieving goals, but also a subject or actor. Leadership is a key factor in the running of an organization. Therefore, through the mobilization of various resources managed by leaders, employee performance can be improved and thus organizational goals can be achieved (Cortés-Denia et al., 2023). To achieve good performance, companies need to develop good leadership.

Leadership has a strong and significant relationship with employee performance. The leadership style adopted by a leader can motivate, direct, and positively or negatively influence employee performance. Good leaders can create a conducive work environment and increase employee productivity, which ultimately impacts the achievement of organizational goals. Good leaders provide clear direction, constructive feedback, and the support necessary for employees to develop their skills and reach their full potential.

Effective leadership plays a crucial role in improving employee performance. By implementing the right leadership style, providing motivation, support, and effective communication, a leader can create a positive work environment and encourage employees to reach their full potential, ultimately improving overall organizational performance.

## 2) Influence Organizational culture on HR Performance

Based on the research results that Organizational culture has a positive impact on HR Performance, with a p-value of 0.000 or  $0.000 < 0.05$ , so hypothesis H1 is accepted and H0 is rejected. The results of this study are in line with research by (Yasmien et al., 2024); (Putri & Priyowidodo, 2024) which shows that organizational culture has a significant effect on performance. Organizational culture factors can be understood as a set of value systems, norms, and assumptions that have been accepted and followed by members of an organization as guidelines for behavior and solving organizational problems.

This culture functions as norms and values that guide member behavior, where each individual is expected to behave in accordance with the existing culture to be accepted in their environment (Nurhaliza et al., 2025). Furthermore, organizational culture also reflects the distribution of social knowledge within the organization regarding rules, norms, and values that shape employee attitudes and behavior. In this process, the role of leadership is crucial in internalizing norms and values, so that the final result of this internalization process will shape the attitudes and behavior of organizational members (Marliana & Febrian, 2023).

Organizational culture has a positive and significant relationship with employee performance. A strong and positive organizational culture can increase employee motivation, commitment, and work productivity, ultimately impacting overall performance. A positive organizational culture creates a positive work environment, which can increase employee motivation to perform better and achieve organizational goals. A strong organizational culture can increase employees' sense of belonging and commitment to the organization, which encourages them to work harder and be loyal to the company.

A goal-oriented organizational culture helps employees understand the organization's goals and how their work contributes to achieving them, thereby improving performance. A strong and positive organizational culture plays a crucial role in improving employee performance. By creating a conducive work environment, organizations can increase employee motivation, commitment, and productivity, ultimately contributing to the achievement of organizational goals.

## 3) The Influence of Leadership on Organizational culture

Based on the research results, leadership has a positive influence on Organizational culture, with a p-value of 0.000 or  $0.000 < 0.05$ , thus hypothesis H1 is accepted and H0 is rejected. The results of this study align with research by (Atikah & Qomariah, 2021) and (Kusumah, 2022) which states that leadership has a positive influence on organizational culture. This indicates that the company has an influence on the organizational culture within the organization. A leader has the power to build a culture or environment that follows them by default, whether they are employees or subordinates.

Leadership has a close and crucial relationship with organizational culture. Effective leaders are able to shape and influence organizational culture through their actions, the values they

establish, and how they behave. A strong organizational culture can then support and strengthen existing leadership styles. A leader plays a crucial role in an organization because they are responsible for the direction, motivation, and success of the organization. Effective leaders are able to inspire teams, manage change, overcome challenges, and build a positive organizational culture. In other words, effective leadership is key to an organization's success, both in achieving short-term and long-term goals.

#### 4. Conclusion

Based on the research results and discussion above, the conclusions in this research are as follows: Leadership has a positive influence on HR Performance, so hypothesis H1 is accepted and H0 is rejected. Accepting H1 and rejecting H0 means the research results support the alternative hypothesis (H1) and reject the null hypothesis (H0). This indicates sufficient statistical evidence to state that the hypothesized relationship or influence does exist. Organizational culture has a positive impact on HR Performance, so hypothesis H1 is accepted and H0 is rejected. Accepting H1 and rejecting H0 means the research results support the alternative hypothesis (H1) and reject the null hypothesis (H0). This indicates sufficient statistical evidence to state that the hypothesized relationship or influence does exist. Leadership has a positive influence on Organizational culture, so hypothesis H1 is accepted and H0 is rejected. Accepting H1 and rejecting H0 means the research results support the alternative hypothesis (H1) and reject the null hypothesis (H0). This indicates sufficient statistical evidence to state that the hypothesized relationship or influence does exist.

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