The Influence of Organizational Culture on Leadership and Its Implications on Local Economic Development
(Study in Bogor, Sukabumi and Cianjur City/ Regency Governments)

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ABSTRACT

The influence of organizational culture on leadership roles in the local government of Bogor City/Regency, Sukabumi City/Regency, and Cianjur Regency. The independent variable in this study consisted of organizational culture. The dependent variable is Leadership. The sample used in this study was OPD in the Regional Government of Bogor City and Regency, Sukabumi City and Regency, and Cianjur Regency with proportionate cluster random sampling method. The research method employed in this study was a survey method. The results showed that Organizational Culture was in the category of answer criteria with the Fairly good to good. However, there were still weaknesses; namely, the leader did not have enough attention to the work done by his subordinates. The role of Leadership is in the answer criteria with good to perfect categories. This is reflected in the fact that there are still weaknesses in the ability of the Leadership to be able to provide sanctions for violations committed by employees. Local economic development is in the answer criteria with a reasonably good to good category. This is reflected in the weakness in handling production produced from natural resources, managed as a Local Economic Development program. There is a strong and positive influence of the Leadership Role variable on Local Economic Development in Bogor, Sukabumi, and Cianjur. Local economic development is in the answer criteria with a reasonably good to good category. This is reflected in the weakness in handling production produced from natural resources, managed as a Local Economic Development program. There is a positive and significant influence of the Leadership Role variable on Local Economic Development in Bogor, Sukabumi, and Cianjur. Local economic development is in the answer criteria with a reasonably good to good category. This is reflected in the weakness in handling production produced from natural resources, managed as a Local Economic Development program. There is a strong and positive influence of the Leadership Role variable on Local Economic Development in Bogor, Sukabumi, and Cianjur.

Keywords: Organizational Culture, Leadership, Local Economic Development.

1. INTRODUCTION

In West Java, the rate of economic growth based on constant prices was 4.19% in 2009, and the rate of economic growth based on regular prices was 6.09% in 2010. Nevertheless, the economic growth that occurred was still not sufficient to absorb a significant additional labor force, so the number of unemployed was still relatively high.

Agriculture in West Java Province, in general, has excellent and varied potential and is supported by agro-ecosystem conditions suitable for the development of agricultural commodities in a broad sense. The agricultural sector also has a high level of employment, with an average of 29.65 percent of the total working population, although the percentage of absorption tends to decrease. The sectoral development of the agricultural system and unpreparedness in the face of global competition are

obstacles that are still faced by the agricultural sector. During the last two years, the achievement of the HDI figures for the province of West Java has relatively improved. In 2009 the HDI of West Java province reached 71.64, and in 2010 it became 72.29, or an increase of 0.65 points, compared to 2009.
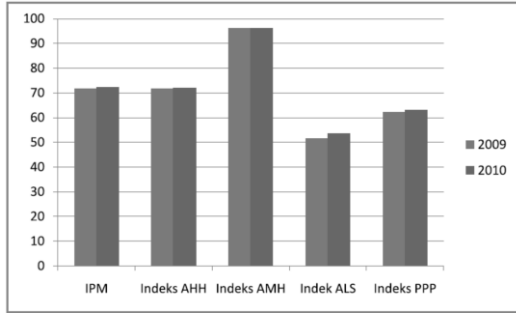

Figure 1. Achievement of HDI figures for the province of West Java in 2010

1.1. Economic Condition of Bogor City and Regency

In the city of Bogor, the potential land for agriculture is 1,006 ha in the form of paddy fields, 1,479.67 ha of dry land, 868.29 ha of yardland, 309,624 ha of plantation land, and 11,470 ha of ponds and ponds. Another potential is the human resources of farmers/agribusiness actors and the apparatus. Most of the farmers are members of farmer groups, with a total of 188 farmer groups consisting of 159 farmer groups working in the food crops and horticulture sub-sector, 25 farmer groups working in the livestock sub-sector, and four groups working in the fisheries sub-sector, both fish consumption and ornamental fish.
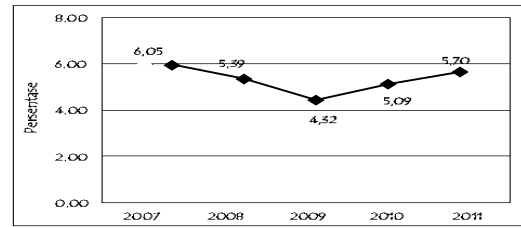

Figure 2. Bogor Regency Economic Growth Rate

It may be observed in the illustration above that economic growth in Bogor Regency has changed quite varied, in 2007 the growth rate reached 6.05 percent, decreased in 2009 to 4.32 percent, then increased again in 2011 by 5. 70 percent.

1.2. Economic Condition of Sukabumi City and Regency

Other sectors that supported economic growth, namely electricity, gas, drinking water, leasing, and corporate services, were insignificant. Meanwhile, the mining and quarrying sector has experienced a slight decline in recent years, even though the potential available in this sector is still large enough to be developed.

In addition to the above potential, one of the economic potentials that deserve attention in local economic development is tourist sites with a strategic role in regional development. One of the tourism potentials currently being developed by the Sukabumi district government is Pelabuhan Ratu bay. Currently, 13 points are being developed as prime tourism locations and the development of Neapolitan as support for marine tourism.

Table 1. GRDP Growth Rate at Current Prices, According to Business Fields in 2008 – 2011 Sukabumi (in %)

No	Business field	2008	2009	2010	2011
1	Agriculture	6.73	5.35	6.25	4.17
2	Mining & Quarry	8.22	2.00	3.65	5.16
3	Processing industry	11.26	7.81	5.79	8.46
4	Electricity, Gas & Clean Water	10.99	8.33	8.46	6.49
5	Building	11.14	11.67	10.04	12.46
6	Trade, Hotels & Restaurants	15,16	9.24	10.71	11.88
7	Transport & Communication	17.5	7.22	7.53	10,13
8	Keu. Rental & Corporate Services	8.08	5.89	5.99	9.92
9	Services	6.32	6.29	10.87	12.43
10	GRDP with Oil and Gas	10.52	7.01	7.71	8.42

| 11 | GRDP Without Oil and Gas | 10.56 | 7.26 | 7.78 | 8.52 |

1.3. Economic Condition of Cianjur Regency

The economic development conditions of each region will be used as a place of research mentioned above. This is strongly supported by the participation of the community and local government. The local government, in this case, is the Regional Government of the City and Regency of Bogor, the Regional Government of the City and Regency of Sukabumi, and the Cianjur Regency.

The HDI conditions in each city and district increase from period to period, as shown in the table below.

Table 2. HDI 2007-2011

Period	City		District		
	Sukabumi	Bogor	Sukabumi	Bogor	Cianjur
2007	73.66	74.73	69.21	70.08	67.65
2008	74.17	75.16	69.66	70.66	68.17
2009	74.57	75.47	70,17	71.35	68.66
2010	74.91	75.75	70.66	72.16	69.14
2011	75.25	76.01	70.97	72.56	69,50

Source: BPS West Java 2012, processed

Based on the description of the background of the problem above and the central theme, the researcher is interested in conducting further and in-depth research with the title "The Influence of Organizational Culture on Leadership and Its Implications on Local Economic Development (Studies on Local Governments in the City/Regencies of Bogor, Sukabumi, and Cianjur).

2. LITERATURE REVIEW

2.1. Theoretical basis

2.1.1. Management Theory

The term management comes from English management from the root word manus, hand, related to the word menagerie, which means raising livestock. Furthermore, the meaning of management as follows: "Management studies how to create business effectiveness (doing right things) efficiently (doing things right) and productively, through certain functions and cycles, to achieve predetermined organizational goals" [1].

2.1.2. Organizational Behaviour

Organizational theory is a discipline that studies the structure, design, and culture of organizations and how organizations are influenced and affect the environment in which they operate.

2.1.3. Human Resource Management

"Human Resources (HR) management is a field that has evolved a great deal since its beginning about 1900". -an") [2].

2.1.4. Organizational Culture

Organizational culture is a set of values shared by all members of the company and examined, used, and developed on a continuous basis. It serves as an adhesive system and can be used as a guide for behavior in the organization in order to achieve the organization's objectives.

2.1.5. Work Environment

The work environment is a physical or non-physical environment around the workplace that can give the impression of being pleasant, secure, reassuring, and the appearance of being at home or working. In contrast, according to Robbins, the work environment is around workers and can affect him in carrying out the assigned tasks [3].

2.1.6. Competence

Competency derives its etymology from the word competence, which denotes skill or capacity. "Competence is defined as the ability to carry out or complete a job or task based on skills and knowledge, as well as the work attitudes required by the assignment." [4].

2.1.7. Leadership

Leadership is defined as a leader's whole pattern of activities, both visible and unseen to his sub-ordinates [5]. A continuous blend of concepts, talents, attributes, and attitudes that underpin one's actions is referred to as leadership. Leadership that demonstrates a leader's faith in his subordinates' talents, either directly or indirectly.
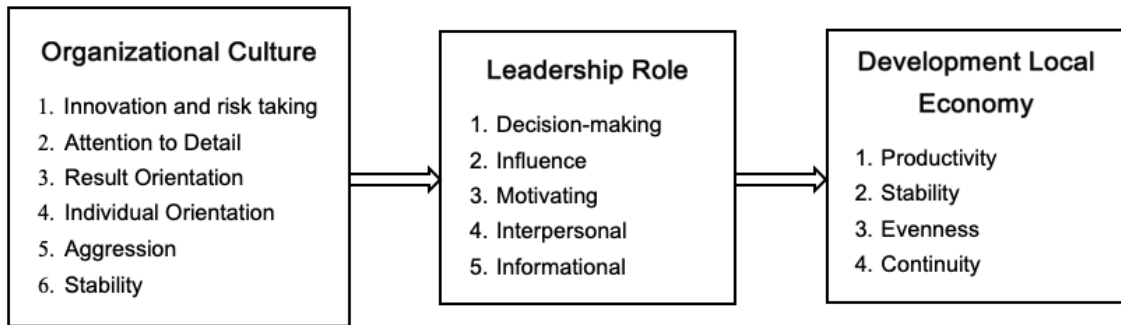
2.2. Framework

Figure 3. Research paradigm

2.3. Research Hypothesis

Based on the framework described above, the research hypothesis is set as follows:

H0: Organizational culture has no impact on leadership responsibilities.
H1. Organizational culture has an impact on leadership responsibilities.

3. RESEARCH METHODS

3.1. Method Used

The research method employed in this study is a survey method to obtain facts from the existing symptoms and seek factual information. The research design involves collection and analysis in a narrower sense.

3.2. Research Time and Place

The planned time for this research is about 6 (six) months, starting with identifying the problem as a central issue and then collecting empirical data associated with identifying the problems raised as topics in this research. The place of research is in the Regional Government Offices of the City and Regency of Bogor, City, and Regency of Sukabumi and Regency of Cianjur.

3.3. Research Time and Place

Based on the above-mentioned research background, problem formulation, and theoretical foundation, the framework in this study is divided into grand theory, substance theory, and applied theory which can support research variables, both dependent, intervening, and independent variables.

A research paradigm can be drawn up based on the overall theoretical basis, as presented in Figure 3.

In this study, according to the central issue involved variables: organizational culture, leadership role, and local economic improvement, which are defined as follows:

1) Organizational culture as an independent variable 1 (X1), Robbins states that organizational culture is a system of shared meanings held by members that distinguish an organization from other organizations [6]. So that the dimensions applied to measure corporate culture are: 1) Innovation and risk-taking; 2) Attention to detail; 3) Orientation to results; 4) Orientation to individuals; 5) Result orientation; 6) Aggressiveness; 7) Stability.

2) The role of Leadership as an intervening variable (Y), namely the role of Leadership is to encourage subordinates to have competencies and opportunities to develop in anticipating every challenge and opportunity at work [7], [8], [9]; and [10]. The dimensions are: 1) decision-makers; 2) affect; 3) motivate; 4) interpersonal and 4) informational.

3) Local economic development as the dependent variable (Z) is a process that tries to formulate development institutions in the region, increase the capacity of human resources to create better products, and develop industry and business activities on a local scale [11]. The dimensions used are:

1) productivity; 2) stability; 3) evenness; 4) sustainability [12].

3.4. Sources and Data Collection Techniques

3.4.1. Data Source

The primary data referred to in this study includes data on the variables studied, including the role of Leadership collected through a questionnaire distributed directly to OPD leaders (Head of Service, Secretary, and Head of field) in the City and District Government of Bogor, City, and District of Sukabumi and Cianjur Regency, according to the research sample. Furthermore, the data was obtained from the results of interviews and discussions with employees, managerial parties, and the assessment process results of the respondents who were the samples of the research questionnaire.

Secondary data is required to see the overall picture of the institution, which is derived from statistics processed by the OPD in the research sample cities and regencies of Bogor, Sukabumi, and Cianjur. Furthermore, the secondary data employed in this study was gleaned from a literature review.

3.4.2 Data Collection Techniques

To obtain data in this study, the following data determination techniques were used:

1) The interview is a question, and answer process carried out directly to several parties related to this research process in the scope of OPD in Bogor City and Regency, Sukabumi City and Regency, and Cianjur Regency.

2) Observation is to directly see the condition of the field that will be used as a research location.

3) The questionnaire, a written list of questions submitted by researchers to respondents to obtain information about the role of Leadership, work motivation, Competence, employee performance, and the quality of development planning.

4) Literature study, this method is carried out to obtain secondary data that will be used to obtain valuable information in the formulation of theories and research foundations.

3.5. Data Determination Technique

3.5.1 Research Population

In this study, the distribution of the entire population of OPD in the Regional Government of Bogor City and Regency, Sukabumi City and Regency, and Cianjur Regency.

3.5.2 Research Sample

The sample that is the target of the research is the elements in the population. The sample taken is the absolute number of population members. The sampling technique chosen was proportional cluster random sampling because the number of samples from the population was relatively inhomogeneous and not stratified.

Table 3. Number of Samples

No	Region	OPD	Number of Samples (Persons)
1	Bogor city	Head	10
		Secretary	10
		Head of Division	10
2	Sukabumi City	Head	10
		Secretary	10
		Head of Division	10
3	Bogor Regency	Head	10
		Secretary	10

		Head of Division	10
4	Sukabumi Regency	Head	10
		Secretary	10
		Head of Division	10
5	Cianjur Regency	Head	10
		Secretary	10
		Head of Division	10
Amount			150

3.6.

Analysis and Test Design

3.6.1. Analysis Design

After the data is collected through a questionnaire, then the data can be analyzed using the following steps:

1) Preparatory steps, namely activities to collect data and check the completeness of the questionnaire sheet and check the correctness of its filling;

2) In tabulating the questionnaire results, give a value according to the predetermined score.

The type of questionnaire used is a closed and open questionnaire using an ordinal scale. The values used are indicators for organizational culture, work environment, and Competence as independent variables (X1…); (X2…), (X3…), while Leadership as an intervening variable (Y…), and local economic development as the dependent variable (Z) as presented in Figure 3.2, below.
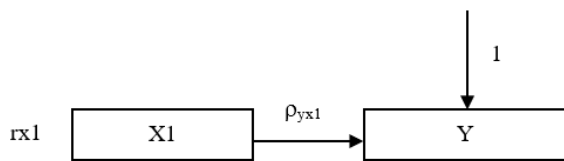
1) Sub Structure 1

Figure 4. Sub Structure 1

Where :

X1 : Organizational culture
Y : Leadership Role
ρ_{yx1} : Effect of variable X1 on variable Y
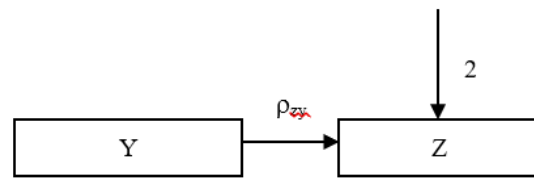1 : The influence of external variables that are not taken into account

2) Sub Structure 2

Figure 5. Sub Structure 2

Where :

Y : Leadership Role
Z : Local Economic Development
ρ_{zy} : The effect of variable Y on variable Z
2 : The influence of external variables that are not taken into account

3.6.2. Hypothesis Test Design

Hypothesis Testing Design for Hypothesis 1

To answer hypothesis 1, namely, organizational culture affects leadership roles. In testing the hypothesis using the t-test, the significance level used is 5%. There is also a statistical hypothesis formulation as follows:

- H0: yx1 = 0,

  There is no influence of organizational culture (X1) on Leadership (Y).

- H1: yx1 0, There is an influence of organizational culture (X1) on the leadership role (Y).

There are also test statistics using the formula:

$$\frac{P_{YXi}}{\sqrt{\frac{(1-R^2)(R_{ii})}{n-k-1}}} ; i = 1,2,3,…,k \qquad (1)$$

The t-value distribution with degrees of freedom (n–k) is followed by the test statistic above. If t-value> t-table, the test requirements reject H0.

3.6.3. Model Feasibility Test Design

The results of the model feasibility test in this study are as follows:

Table 4. Theory Conformity Test Results

Relationships and interrelationships between variables	Pre-estimate	Post-estimation	Suitability
Relationship and relationship variables	+	+	In accordance
Influence between Variables	+	+	In accordance

Source: Research Results, 2011

2) The accuracy of the parameter estimates. This research model yields a path coefficient estimate that is reliable, unbiased, and significant. The analytical assumptions were met, and the model's statistical error probability was very low (p-value = 0.00, or less than 5%).

3) Explanatory ability. The relationship between the phenomena of the management variables researched can be explained using this study model. The standard error (SE) is less than the path coefficient's absolute value (SE <bij).

4) Forecasting Ability. As evidenced by the high coefficient of determination of the model, which approaches or exceeds 50%, this research model has a good predictive power on the behavior of the dependent variable.

4. RESULTS AND DISCUSSION

1) Theoretical Plausibility. This study model demonstrates that the test results are based on the HR management theory's assumptions.

4.1. Research Results

In conducting this research, the author uses an instrument in the form of a questionnaire consisting of variables of Organizational Culture (18 items), Work Environment (16 items), Competence (15 items), Leadership Role (16 items), and Local Economic Development (20 items) statements.

From the existing population members, the researcher determined that the number of respondents was 150 at the Bogor City and Regency Government Offices, Sukabumi City and Regency, and Cianjur Regency. In the implementation of filling out the questionnaire, the researcher was assisted by experienced surveyors so that the officer could provide a good and correct explanation of the intent and purpose of each question item given.

4.1.1. Validity Test

The recapitulation of the validity level of the research instrument question items is presented in Table 4.2 below:

Table 5. Recapitulation of Instrument Question Items

Questionnaire / Variable	Valid	Invalid	Items
	Amount	Amount	No
Organizational Culture (X1)	18	-	-
Leadership Role (Y)	16	-	-
Local Economic Development (Z)	20	-	-
Amount	85	-	-

The table above shows that the overall statement items are declared valid and feasible to be tested on the respondents because they have passed the validity test and are above the number of validity provisions.

Table 6. Recapitulation of Reliability Test

Variable	Alpha Cronbach	Test results	Criteria
Organizational Culture (X1)	0.778	0.700	Reliable
Leadership Role (Y)	0.787	0.700	Reliable
Local Economic Development (Z)	0.786	0.700	Reliable

Source:

Attachment of validity-reliability test results.

Based on the reliability test results above, the Cronbach's Alpha value for the reliability coefficient value of the research instrument is more significant than 0.700, which means that all research variables are declared reliable or meet the requirements. Because the validity test and reliability test state that all variables are valid and reliable, the instrument (questionnaire) used are valid and reliable.

4.1.2. Research Instrument Reliability Test

Reliability for the questionnaire for each variable is presented in the table below:

4.1.3. Test for Normality of Measuring Instruments

Table 7. Normalization Test of Measuring Instruments

One-Sample Kolmogorov-Smirnov Test				
		Organizational Culture (X1)	Leadership Role (Y)	Local Economic Development (Z)
N		150	150	150
Normal Parameters,,b	mean	365.481	389.529	368.967
	Std. Deviation	.350148	.356737	.310353
Kolmogorov-Smirnov Z		.871	.842	.902
asymp. Sig. (2-tailed)		.434	.477	.389

a. Test distribution is Normal.

b. Calculated from data.

The data normality test results for the five research variables that were previously tested manually with the Kolmogorov-Smirnov test are shown in the normality test table, which shows the data normality test for the five research variables that were previously tested manually with the Kolmogorov-Smirnov test. Testing with SPSS is based on the Kolmogorov-Smirnov test. The tested hypotheses are:

H0: The sample is drawn from a population with a normal distribution.

H1: The sample is not drawn from a population with a normal distribution.

The data in Table 4.3 shows that using the Kolmogorov-Smirnov and Shapiro-Wilk tests with p-values > 0.05, all variable data, which includes variables, internal factors, external factors, funding factors, and university image, follows the normal data distribution, rejecting H1 and accepting H0, indicating that the sample comes from a normally distributed population.

4.2. Discussion of Direct and Indirect Effects

4.2.1 Partial Effect

1) Organizational Culture Variable (X1)

- The amount of direct influence of Organizational Culture on the Role of

Leadership ($\rho YX1)2 = (0.4488)2$ is 0.201 or 20.1%

- The total indirect influence of Organizational Culture on the Leadership Role is 0.148 or 14.8%
- The total influence of Organizational Culture on the Leadership Role is 0.349 or 34.9%

It is clear from the preceding calculations that organizational culture has a major impact.

4.2.2. Simultaneous Effect

1) The Influence of Organizational Culture on the Role of Leadership

Path analysis of the variables of Organizational Culture, Work Environment, and Competence on Leadership Roles in Figure 6.
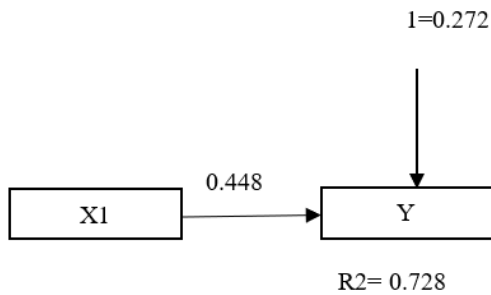
1=0.272

Figure 6. Simultaneous Path Analysis Results

Based on the results of the path analysis above, it can be concluded that Organizational Culture has a simultaneous influence on the Leadership Role of 72.8%. At the same time, the remaining 27.2% is an unexamined variable that affects the Leadership Role.

This indicates that the organizational culture variable contributes to a significant leadership role because the influence is greater than that of other variables not studied (epsilon).

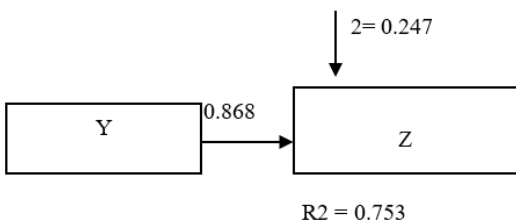2) The Influence of Leadership Roles on Local Economic Development (LED).

2= 0.247

Figure 7. The Role of Leadership in Local Economic Development (LED).

Based on the findings of the above route analysis, it can be inferred that leadership has a 75.3 percent influence on local economic development. At the same time, the remaining 2.47% is an unexamined variable that affects Local Economic Development.

This indicates that the leadership role variable contributes significantly to local economic development because this influence is greater than the influence of other variables not studied (epsilon).

4.2.3. Hypothesis Test

1) Testing the Substructure Path Coefficient of Partial Influence of Organizational Culture Variables (X1) on Leadership Roles (Y).

$H0 := 0\rho_{Y\ X_1}$ There is no influence of organizational culture on the leadership role.

$H1: 0\rho_{Y\ X_1}$ There is an influence of organizational culture on the leadership role.

To examine the partial effect of the Organizational Culture variable (X1) on the Leadership Role (Y), use the statistical hypothesis as follows.

For the path coefficient X1 = 0.448, the t-count value is 7.190 by taking the significance level of 5%, then the t-table = 1.98, so because t-count = 7.190 is more significant than t-table = 1.98, H0 is rejected, or in other words, there is a significant influence between organizational culture (X1) on leadership roles (Y).

Thus, it can be concluded that organizational culture significantly influences the leadership role. This means that organizational culture contributes to the leadership role of 0.448. Thus, the better the organizational culture, the more influential the leadership role.

4.3. Discussion

4.3.1. Discussion of Descriptive Analysis

1) Organizational Culture in the Regional Government Offices of Bogor City and Regency, Sukabumi City and Regency, and Cianjur Regency.

Based on the discussion of each question item posed for the organizational culture variable as measured by 18 question items with six dimensions: innovation and decision-making, attention to detail,

orientation to results, exposure to individuals, aggressiveness, and stability. The average value of respondents' answers is 3.65481. The standard deviation is 0.35014, so the value of respondents' answers is between 3.3047 to 4.0050, and the answer criteria are in the good to outstanding category.

2) Overview of Leadership Roles in Bogor City and Regency Regional Government Offices, Sukabumi City and Regency, and Cianjur Regency.

The leadership roles in the Bogor City and Regency Government Offices, Sukabumi City and Regency, and Cianjur Regency are excellent. The average value of the respondents' answers is 3.89529. The standard deviation is 0.35674, so the value of respondents' answers is between 3.5386 to 4.2520, and the answer criteria are in the good to outstanding category.

3) Overview of Local Economic Development in Bogor City and Regency, Sukabumi City and Regency, and Cianjur Regency. Local Economic Development in the City/Regency at the Regional Government Offices of the City and Regency of Bogor, City and Regency of Sukabumi, and Regency of Cianjur is in the excellent category. This indicates that, in general, respondents respond to Local Economic Development. Based on the discussion of each question item posed for local economic development variables as measured by 20 question items with four dimensions, namely productivity, stability, equity, and sustainability. The average value of respondents' answers is 3.68967, and the standard deviation is 0.31035. The respondents' answer scores are between 3.3793 to 4,0000, and the criteria for solutions are in the good to excellent category.

4.3.2. *Verification Analysis Discussion*

1. The Impact of Organizational Culture on Leadership in the City and Regencies of Bogor, Sukabumi, and Cianjur Regional Government Offices.

   The magnitude of the direct influence of Organizational Culture on the Leadership Role is 20.1%. The actual impact of Organizational Culture plays a 35 percent role in the leadership role. According to Jones, organizational culture can be used to promote organizational effectiveness because it can influence how members make decisions, perceive and govern the organizational environment, use information, and behave. Behavior and culture also affect the organization's competitive advantage [13]. From the description above, between research results, theoretical explanations, and implementation, it can be said that organizational culture has a positive and significant effect on the role of Leadership.

2. The Influence of the Role of Leadership on Local Economic Development in the Regional Government Offices of the City and Regencies of Bogor, Sukabumi, and Cianjur.

   Based on the results of data processing using path analysis, the magnitude of the influence of the Leadership Role on Local Economic Development is 75.3%, and the remaining 24.7% is a variable not examined in this study that affects Local Economic Development. This means that if the effectiveness of the Leadership Role in the Regional Government Offices of Bogor City and Regency, Sukabumi City and Regency and Cianjur Regency increases, it will be able to increase Local Economic Development in the City and Regency of Bogor, City, and Regency of Sukabumi and Cianjur Regency.

5. CONCLUSION

Several things can be determined based on the examination of secondary and primary data, as well as the outcomes of path analysis and hypothesis testing from research data that collects various responder information:

1) Conditions of Organizational Culture in the city and district of Bogor, city, and community of Sukabumi and district of Cianjur, which became the research locus, are as follows: Organizational culture is in the category of answer criteria with the variety of Good enough to good. However, there are still weaknesses, namely, the leader does not have enough attention to the work done by his subordinates.

2) The role of Leadership is in the answer criteria with good to perfect categories. This is reflected in the fact that there are still weaknesses in the ability of the Leadership to be able to provide sanctions for violations committed by employees.

3) Local economic development is in the answer criteria with a reasonably good to good category. This is reflected in the weakness in handling production produced from natural resources, managed as a Local Economic Development program.

4) There is a positive and significant influence of the Leadership Role variable on Local Economic Development in Bogor, Sukabumi, and Cianjur.

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