

The Effect of Leadership Style and Organizational Culture in Determining the Employee Performance of *Koperasi Syariah* During Pandemic Covid-19 at South Cimahi Region

Maulana Hasanuddin¹

Nurul Hermina²

^{1,2}Management, Widyatama University, Indonesia

¹Author's correspondence: maulana.hasanudin@widyatama.ac.id

Abstract. Successful organizations have main characteristics that differentiate them from failed organizations, namely leadership that is dynamic and effective, strong in vision and firm in attitudes and principles, able to anticipate the future of the organization and take opportunities from existing changes so that it can direct the organization to achieve the goal. deliberately. The purpose of this research is to test and analyze the influence of Leadership Style and Organizational Culture on the Employee Performance of Sharia Cooperative (*Koperasi Syariah*) in South Cimahi Region, both simultaneously and partially. This research is quantitative. The research method used was descriptive and verification to analyze employees of the South Cimahi Region Sharia Cooperative, with a sample of 50 employees. Based on the results of research and discussion, it was found that Leadership Style shows a strong relationship influence on employee performance compared to organizational culture in the medium category. This shows that the better the leadership style, the better the employee's performance. Organizational culture and employee performance will follow. It can be concluded that the transformational leadership style can change the South Cimahi Regional Sharia Cooperative to the concept of struggle. The transformation of the South Cimahi Regional Sharia Cooperative was born from the breakthrough of its leaders who were firm, innovative, and brave.

Keywords: Employee performance; Leadership Style; Organizational culture; Sharia cooperative.

Abstrak. Organisasi yang sukses mempunyai ciri-ciri utama yang membedakannya dengan organisasi yang gagal, yaitu kepemimpinan yang dinamis dan efektif serta kuat dalam visi dan tegas dalam sikap dan prinsip, mampu mengantisipasi masa depan organisasi dan mengambil peluang dari perubahan yang ada sehingga dapat mengarahkan organisasi untuk mencapai tujuannya. dengan sengaja. Tujuan penelitian ini adalah untuk menguji dan menganalisis Gaya Kepemimpinan, Budaya Organisasi Terhadap Kinerja Pegawai Koperasi Syariah Wilayah Cimahi Selatan baik secara simultan maupun parsial. Penelitian ini merupakan penelitian kuantitatif. Metode penelitian yang digunakan adalah deskriptif dan verifikasi, untuk analisis dalam penelitian ini adalah

pegawai Koperasi Syariah Wilayah Cimahi Selatan, dengan sampel sebanyak 50 pegawai. Berdasarkan hasil penelitian dan pembahasan ditemukan bahwa Gaya Kepemimpinan menunjukkan adanya pengaruh hubungan dengan kategori kuat terhadap kinerja pegawai dibandingkan dengan budaya organisasi yang berkategori sedang, hal ini menunjukkan bahwa semakin baik gaya kepemimpinan maka semakin baik pula kinerja karyawan. budaya organisasi dan kinerja karyawan akan mengikuti. Dapat disimpulkan bahwa gaya kepemimpinan transformasional mampu mengubah Koperasi Syariah Wilayah Cimahi Selatan pada konsep perjuangan. Transformasi Koperasi Syariah Wilayah Cimahi Selatan lahir dari terobosan para pemimpinnya yang tegas, inovatif, dan berani.

Kata kunci: Gaya kepemimpinan; Budaya organisasi; Kinerja karyawan; Koperasi Syariah Cimahi.

Article Info:

Received: October 21, 2022

Accepted: May 6, 2024

Available online: June 20, 2024

DOI: <http://dx.doi.org/10.30588/jmp.v13i2.1270>

BACKGROUND

The development of cooperatives currently shows a fairly high trend of growth and development, although it has not been able to meet the real needs expected by the community during the Covid-19 Pandemic. On the one hand, because the needs of the community are so large and have not been met by existing financial institutions and on the other hand this condition is because the existing cooperatives have not been able to serve the needs of the community, both because of the quality of the institutions that have not been able to meet the requirements of good public service and especially because of their human resources. less quality. Improving the ability of cooperative human resources is also very important, especially to bring cooperatives that are able to adapt to technological advances during the Covid-19 Pandemic (Hajiji, 2020).

The Government issued Government Regulation of the Republic of Indonesia Number 7 of 2021 concerning Ease, Protection and Empowerment of Cooperatives and Micro, Small and Medium Enterprises, where the Government Regulation was issued to accommodate and facilitate the activities of Cooperatives during the Covid-19 Pandemic. Cooperative is one of the business entities with business legal entities consisting of one person who is oriented to produce added value that can be utilized to improve the welfare of its members. based on the principle of kinship. Many types of cooperatives are based on the similarity of activities and economic interests of their members, such as Savings and Loan Cooperatives, that savings and loan cooperatives are cooperatives that carry out their business activities only to collect funds and distribute them through savings and loan business activities.

In the South Cimahi area, several cooperatives have adopted a Syariah-based cooperative system. Koperasi Syariah or Sharia Cooperative in the South Cimahi Region are cooperatives that focus their efforts on providing financial services to poor families with a grameen bank pattern , where the program uses Syariah principles called the group financing program. The definition of the grameen bank pattern is that each prospective customer is combined into small groups consisting (minimum) of five to ten customers.

This group has joint responsibility for loans received by its members, where the loans are determined based on the needs and abilities of prospective customers by prioritizing customers who have the greatest needs. The mechanism works this way, until each customer gets a loan according to their needs (Peerally et al., 2019).

But what happened during the Covid-19 Pandemic, every customer (here in after referred to as a Koperasi Syariah Member) wants to get the most priority. The turmoil occurred simultaneously at the beginning of the Covid-19 Pandemic, where all members of the Koperasi Syariah applied for loans in different amounts and occurred at almost the same time. The number of members of Koperasi Syariah in the South Cimahi Region who apply for loans has skyrocketed, where the division of member obligations is smooth and non-current. The table below describes the recapitulation of the number of customer loans during the Covid-19 Pandemic from the beginning of the third quarter of July 2020 to the end of the second quarter of June 2022, which is divided into the number of current loans and non-current installments as shown in Table 1.

Table 1. Recapitulation of Loans for Members of Koperasi Syariah in South Cimahi Region in Quarter III 2020 to Quarter II 2022

	% Fluent	% Not smooth	% Fluent	% Not smooth
IDR 10,000,000	97	63	42%	31%
IDR 20,000,000	81	77	35%	38%
IDR 80,000,000	32	39	14%	19%
IDR 100,000,000	14	21	6%	10%
IDR 150,000,000	8	5	3%	2%
	232	205	100%	100%

Source: South Cimahi Cooperative Data Association (August 2022).

The data above shows the dominance of non-current loans by almost 50%, thus showing that the performance of the employees of the South Cimahi Koperasi Syariah is experiencing problems. At the beginning of the loan application, members of the Koperasi Syariah are given several requirements and commitments to carry out their loan obligations. From another point of view, the satisfaction of Koperasi Syariah members shows a sense of dissatisfaction in serving Koperasi Syariah members, such as the 2021 member satisfaction data which can be explained in the Table 2.

Table 2. Recapitulation of Satisfaction of South Cimahi Cooperative Members at the End of Second Quarter in June 2022

	Very satisfied	Satisfied	Less satisfied	Not satisfied	Very Dissatisfied
Man	11	43	145	39	17
Woman	0	23	99	36	24
Total	11	66	244	75	41

Source: South Cimahi Cooperative Data Association, August 2022

The table above confirms that the satisfaction of members of the Koperasi Syariah in the South Cimahi Region is dominated by the Less Satisfied option which gets a total of 244 member answers. The table above again confirms that the performance of Koperasi Syariah employees in the South Cimahi Region shows a less than optimal performance in 2021. The results of a survey of researchers to one of the administrators of Koperasi

Syariah in the South Cimahi Region, have reshuffled the leadership structure of each Koperasi Syariah in the South Cimahi region in mid-2021 with the hope of improving employee performance. The agreement on the implementation of the Syariah -based grameen bank system implemented by Koperasi Syariah in the South Cimahi Region by involving every cooperative leader to take part directly in its implementation has not been able to maximize the performance of their employees. The success or failure of a cooperative in achieving good performance is largely determined by a leader, where a cooperative in carrying out its activities is required to have a reliable leader who is able to anticipate the future of the organization and take opportunities from existing changes so that it can direct the organization to arrive at its goals, as required. proposed by Bennis and Nanus (2016) formulate leadership as an activity to influence the behavior of people to work together towards a certain goal that they want together. In other words, leadership is the ability to influence a group or organization to achieve the group's goals.

The combination of viewpoints is found in Burn's definition (In Yukl, 2019), where the theory put forward describes leadership as a reciprocal relationship and is able to blend in a habit or organizational culture that is applied to the organization. In such a relationship, leaders are able to improve the performance of their employees as a binding response and modify their behavior when faced with responsiveness or resistance in the process of ongoing relationships and reciprocity. According to Robbins (2015) defines organizational culture as a system of shared meanings held by members of an organization that distinguishes the organization from other organizations. Employees form a subjective perception of the organization based on factors such as risk tolerance, team pressure and support for people. This overall perception will become the culture or personality of the organization. Perceptions can be in a positive form or in a negative form, all of which will affect job satisfaction and performance with a greater impact on a stronger organizational culture.

For the elaboration of problems within the Koperasi Syariah in the South Cimahi Region which has not improved employee performance in terms of financial reports and services to members who have been dissatisfied. The gap that has been stated in the background above, will be conducted research on leadership style and organizational culture in improving the performance of Koperasi Syariah employees in the South Cimahi Region. The purpose of this research is to test and analyze Leadership Style, Organizational Culture on the Performance of Sharia Cooperative Employees in the South Cimahi Region, both simultaneously and partially.

THEORETICAL REVIEW

Human Resources as an important element in the organization, where success is determined by how the organization can manage and utilize its human resources. For this reason, a strategy or choice of action is needed for the management of human resources. Substantially, the human resource management strategy is aimed at adjusting the company's expectations in the short and long term, medium and long term. To meet the workforce and skill requirements, the sourcing strategy must ensure: (1) the placement of people in the right place; (2) the availability of a mix of skills and expertise; (3) the people who work in the organization must show attitudes and behaviors that are in accordance with the desired corporate culture; and (4) the employee development program is carried out appropriately (Poniman & Hidayat, 2015).

An organization's leadership may be the key to meeting these demands, as strong leaders are essential to any successful enterprise. This is due to the fact that it will be difficult for the organization to accomplish its goals if its executives are not up to the task. A leader's choice of leadership style is crucial if he hopes to affect the actions of those under him. A leader's leadership style is the manner in which he carries out his leadership responsibilities and is seen by his subordinates and any onlookers (Turang, 2015).

Leadership style is one of the key positions where a leader must be able to influence, direct and demonstrate his ability so that all company goals can be achieved in accordance with what has been set. According to Toha in Veithzal (2014) Leadership Style is a behavioral norm used by a person when that person tries to influence the behavior of others. Meanwhile, according to Goetsch and Davis in Veithzal (2014) stated that leadership style is the ability to inspire others to be willing and have total responsibility for efforts to achieve or exceed organizational goals.

Transformational leadership style is a leader who stimulates and inspires (transforms) his followers for extraordinary things according to Robbins in Edison (2015). With transformational leadership, followers feel trust, admiration, loyalty and respect for the leader, and they are motivated to do more than they expected, according to Robbins in Edison (2015). Kharis's criteria for a transformative leadership style (in Tailan et al., 2021):

1. Charisma

Charismatic people have an incredible ability to inspire others to share their vision and advocate for it with great fervor, and this quality is often viewed as a combination of charisma and physical appeal.

2. Inspirational Motivation

A leader with inspirational motivation is one who effectively conveys the organization's ideals and vision for the future. To motivate their followers, leaders often speak encouraging words or employ symbolic gestures. When leaders emphasize the significance of the organization's vision and mission, they inspire their followers to share that vision. Staff members are inspired to work together in pursuit of the organization's long-term goals by the leader's example and the clarity of this vision. Therefore, a good leader should be able to boost morale for both individuals and the group as a whole.

3. Intellectual Stimulation

An organization's ability to inspire its staff to come up with novel approaches to resolving familiar problems can be gauged by how much intellectual challenge they are provided. The leader's goal is to raise awareness and focus among followers on the issues at hand. The leader then works to foster an environment where followers are encouraged to consider alternate solutions to challenges.

4. Individualized Attention

Providing one's employees with individualized attention is a sign of a leader who is attentive to their needs, who regards each person as an individual, who trains and advises them. Leaders encourage followers to keep their eyes peeled in order to recognize others' skills. A leader is someone who encourages their team to concentrate on improving their own areas of strength.

According to the theory presented above, the value of an organization's efforts increases when the actions of its subordinates align with the leader's stated goals for the

group, while it decreases when such actions diverge significantly from the reality as presented in the leader's work program. Therefore, leaders are responsible for shaping the culture of their own organizations.

Schein (2017) also says that culture and leadership go hand in hand in many ways. The current company culture is the legacy of the former leader's cultural practices. Leaders are responsible for both developing and altering the culture of their organizations. However, this does not imply that the chief executive is the main factor in shaping company culture. Leadership and culture go hand in hand. A company's culture is what establishes the standards its leaders must meet. On the other hand, leaders are responsible for overseeing the cultural shifts that are essential in light of the ever-evolving external conditions (Schein, 2017).

According to Hofstede (2015) culture is a programming of a person's thinking, which distinguishes members of one group from other group members. Everyone has patterns of thinking, feeling, and responding that they have learned over the course of their lives. A person needs to forget the patterns he has learned in order to learn new patterns of thinking. Frontiera (2010) describes the characteristics of organizational culture into seven dimensions:

1. Innovation and courage to take risks, namely the extent to which the organization encourages employees to be innovative and dare to take risks and how the organization appreciates risk-taking actions by employees and generates employee ideas.
2. Attention to detail, i.e. the extent to which the organization expects employees to show thoroughness, analysis and attention to detail.
3. Results orientation, i.e. the degree to which management focuses on results rather than on the techniques and processes used to achieve those results.
4. Human orientation, i.e. the extent to which management focuses on the development of human resources.
5. Team orientation, i.e. the degree to which emphasis is placed on team work compared to individual work.
6. Aggressiveness, namely the extent to which people in the organization are aggressive and competitive to carry out the organizational culture as well as possible.
7. Stability is the extent to which organizational activities emphasize the status quo in contrast to growth.

The corporation has made a concerted effort to boost productivity, and these definitions are just one part of it. Employee performance, as explained by Simamora in Nurhayati (2018), is the extent to which workers meet their assigned tasks, with the aforementioned tasks having been identified as ones that can best enhance workers' productivity. Performance, as Whitmore (2017) defines it, is the carrying out of duties assigned to a person or thing; it can also be an act, an accomplishment, or a broad demonstration of competence. Furthermore, according to Hersey, Blanchard and Johnson (quoted from Wibowo, 2017), there are seven performance factors that affect performance and are formulated with the acronym ACHIEVE, i.e.:

1. A - Ability (Knowledge and Skill)
2. C - Clarity (Understanding or Role perception)
3. H - Help (Organizational support)
4. I - Incentive (Motivation or Willingness)

5. E - Evaluation (Coaching and performing feedback)
6. V - Validity (Valid and legal personal practices)
7. E – Environment (*Environmental full*).

Research conducted by Safitri and Mellita in Karolina and Zarkasi (2022) on employees of the National Population and Family Planning Agency (BKKBN) of South Sumatra Province regarding leadership styles and organizational culture in determining employee performance during the Covid-19 Pandemic, showed that the variables of leadership style and culture organization has a strong influence on employee performance by 86%. This has an impact on the leadership within the National Population and Family Planning Agency (BKKBN) of South Sumatra Province following the rhythm and workings of its employees, this is because the dominance of the leadership is the *baby boomer* generation and generation X, which in 2021 has entered the age of over 50 year. At this age, it is difficult for the National Population and Family Planning Agency (BKKBN) of South Sumatra Province to use technology as an option for new ways of working during the Covid-19 Pandemic, thus creating dependence on the younger generation.

Furthermore, research conducted by Fachri and Wulansari (2022) on employees of PT Pelindo IV center domiciled in North Jakarta. The influence of organizational culture is greater partially than the leadership style on employee performance. This is because the Company implements a *Work From Home (WFH) work system*, which creates a new culture for employees who do not implement the WFH work system. The new culture has an impact on employees who are WFH to be able to adapt again, including leaders in the PT Pelindo IV North Jakarta Head Office.

However, the results of research conducted by Meiryani et al. (2022) found that multinational companies which have employee placements abroad have a less strong influence on the variables of leadership style and organizational culture in determining the performance of their employees. It can be explained that other factors suspected outside the research are stronger in influencing employee performance, where the results of interviews with employees as research respondents explain that the demands for work commitment from the company continue to be given. One of them is the workload and work results reports are continuously given to each employee, these steps are suspected to be to retain employees and efforts to achieve company goals in the midst of the Covid-19 Pandemic.

Based on the background, theoretical gap, and research gap that explained above, the novelty in this research is expected to find a leadership pattern that has a very close relationship with organizational culture, so as to be able to improve employee performance in *force majeure work environments* such as the Covid-19 pandemic. The concept is expected to be conceptualized with a managerial implementation design in the suggestions section in this study, so that employees are able to work in an environment that is less supportive to work in normal and conducive conditions, especially in the environment of syariah-based cooperatives in South Cimahi and its surroundings.

The gap in this study is the reshuffle that has been carried out on the leadership ranks within the Koperasi Syariah in the South Cimahi Region, of course with a leadership style that has become better and an organizational culture that encourages employees to have a positive attitude to create a conducive work environment. However, these changes do not indicate an increase in employee performance with the characteristics of increasing

service satisfaction to each member of the cooperative and the financial statements/cash flow of syariah cooperative in the South Cimahi Region are positive.

All the goals of economic organizations, especially in cooperatives, are to achieve maximum profit, this goal can be achieved when the organization is able to provide satisfactory service to its customers. All economic organizations must strive optimally, one of which is by improving the performance of their employees. With the support of human resources who have reliable competence and are loyal to the organization, this goal will be easy to achieve. Because human resources are the key factor and the main driver of the company's operational activities. so paying attention to its vital strategic functions and roles, human resources must receive continuous attention in terms of material and non-material development. The systematic, directed and effective utilization of human resources to improve their performance requires organizational policies that are able to move employees so that leaders can direct employees to work more productively in accordance with the goals set by the organization. Many factors can be considered and one of them is how the leader works and acts or the issue of leadership style. Based on this framework, the research model can be interpreted in the following figure;

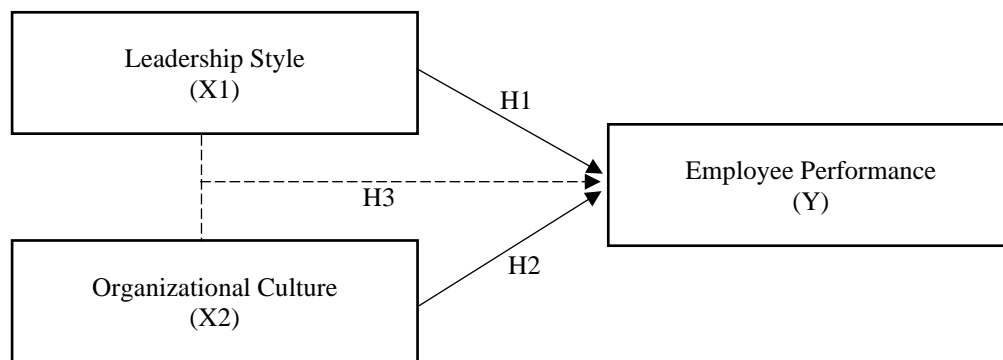


Figure 1. Research Model

Based on the theoretical reviews and the research model on Figure 1, the hypotheses in this study formulated as follows:

- H1: Leadership style can affect the employee performance of Koperasi Syariah in the South Cimahi Area.
- H2: Organizational culture can affect the employee performance of Koperasi Syariah in the South Cimahi Area.
- H3: Leadership style and organizational culture can affect the employee performance of Koperasi Syariah in the South Cimahi Area.

RESEARCH METHODS

The method used in this study uses descriptive and verification methods, where the descriptive method in question is to make a systematic, actual and accurate description of the facts, properties and influences between the phenomena studied and the verification method method of hypothesis testing through analytical tools. statistics and verification

methods are a type of research that aims to test the truth of hypotheses carried out through collecting data in the field so that it is known the analysis that is suspected to be a gap in this study (Sugiyono, 2018). The research method is able to provide a study of each variable and provide analysis results between the relationship and the influence between variables so that it can be concluded to provide conditions that can be explained at least from two points of view. These points of view are the academic point of view and the managerial point of view of the company / organization. The statistical analysis tool used in this study uses SPSS version 20 and LISREL, where the processing mechanism is carried out based on the theory mentioned by Sugiyono (2018). This research requires data in the form of numbers or quantitative data that is numbered which emphasizes analysis of numerical data.

Population and Research Sample

The population according to Sugiyono (2018) is the entire research subject, where the population can be defined as a generalization area consisting of objects or subjects that have certain quantities and characteristics determined by researchers to be studied and then drawn conclusions. The population of this study is the employees of the Koperasi Syariah in the South Cimahi Region with a total of 175 employees. The determination of the sample used in this study refers to Sugiyono (2018) which suggests that the number and characteristics possessed by the population. The sampling technique in this study uses the Slovin formula (Sugiyono, 2018) with the following formula [1].

$$n = \frac{N}{1 + Ne^2} \text{-----[1]}$$

Description of the formula:

- n is the number of samples sought;
- N is the total population;
- e is the tolerable margin of error.

Based on the formula [1], it can be determined that the sample size in this study is found in formula [2].

$$n = \frac{175}{1 + 175 \times (0,05)^2} \text{-----[2]}$$

$$n = 121$$

Based on the calculation of the Slovin formula above, it has been determined that the respondents in this study amounted to 121 respondents.

Data Collection

This research used primary and secondary data. The primary data is received from the first hand of researchers relating to variables that are of interest to research (Sekaran & Bougie, 2017). The primary data in this study were obtained directly from the respondents by using questionnaires. Then, the secondary data refers to documents collected from Koperasi Syariah in the South Cimahi area with the criteria of having an impact from the Covid-19 Pandemic, where using secondary data researchers obtain

various relevant information related to the research being carried out (Sekaran & Bougie, 2017). Data collection techniques in this study were carried out using a literature study to find data relating to secondary data treated for this study obtained from sources such as books, previous research, journals, statistical data, and digital sources in the internet. Field studies were conducted to obtain primary data to answer the formulation of the problem in this study using a questionnaire.

Table 3. Variable Operation (in ordinal scale)

Variables	Dimensions	Indicators
Leadership Style (X_1)	Transformational	<ul style="list-style-type: none"> • Leaders have charisma; • Leaders inspire; • Provide intellectual stimulation; • Provide personal attention.
	Transactional	<ul style="list-style-type: none"> • Provide a system of punishment and reward; • Always actively taking action; • A threat of punishment against subordinates; • Intervention only if standards are not met; • Closed management; • Delegating authority to subordinates; • Transfer of responsibility.
Organizational Culture (X_2)	Innovation and taking risks	<ul style="list-style-type: none"> • Availability of time to innovate; • Recognition for innovation results; • Incentives and rewards regarding risk taking.
	Attention to detail	<ul style="list-style-type: none"> • Employee responsibility for work goals; • Accuracy of employees' performance.
	Result orientation	<ul style="list-style-type: none"> • Employees' responsibilities on work goals; • Organizational employee support; • Providing tools to serve community members;
	Human orientation	<ul style="list-style-type: none"> • Conformity of work performance; • Familiarity between superiors and subordinates; • Attention superiors on subordinate problems; • Conformity of job descriptions with competencies; • Compensation according to performance; • Harmony in employees' cooperation.
	Aggressiveness	<ul style="list-style-type: none"> • Dare to compete with similar companies; • Able to work together; • Accept decisions taken together.
	Stability	<ul style="list-style-type: none"> • The employee ability of excellent service; • Awareness on service quality.
Employee Performance (Y)	Ability (knowledge and skills)	<ul style="list-style-type: none"> • Have skills and master the field of work; • Have skills in their duties; • Have extensive experience in the field of work.
	Clarity (understanding or role perception)	<ul style="list-style-type: none"> • Obey the prevailing laws and regulations; • Obey the official orders given; • Comply with the provisions of working hours.
	Help (organizational support)	<ul style="list-style-type: none"> • Knowing in depth of the duties. • Respect to the opinions of others; • Willing consider the suggestions of others; • Able to work together.
	Incentive (motivation or willingness)	<ul style="list-style-type: none"> • Accept decisions taken together; • Without waiting for orders from superiors; • Carry out the necessary actions in their duties; • Give useful advice to others.
	Validity (valid and legal personnel practices)	<ul style="list-style-type: none"> • Checking the results of the work; • Carry out the task well; • Do not abuse authority; • Report work results correctly; • A conducive work environment.

Operational Variables

Overall, the determination of the attributes and indicators as well as the operational definitions of the variables used in this study can be stated in the Table 3.

Measurement Scale

The measurement scale is an instrument or mechanism to distinguish in terms of the variables of the study (Sekaran & Bougie, 2017). While the measurement scale is a measuring tool used to quantify the information provided by consumers if they are required to answer questions that have been formulated in a questionnaire (Sugiyono, 2018).

The measurement scale used in this study is the interval scale, which not only sorts out the categories of variables that show differences between various categories but also sorts them into several ways. This scale provides information about the relative number of different characteristics possessed by a particular object or individual. If the answer to the question in the questionnaire is in the form of a rating of symbol 1 for strongly disagree, symbol 2 for disagree, symbol 3 for neutral, symbol 4 for agree and symbol 5 for strongly agree. Number symbols 1 to 5 are only ratings, they do not express numbers. Answers to the questionnaire using a Likert scale which is used to measure attitudes. The scale for the instrument used is Likert where the scale has a design to examine how strongly the subject agrees or disagrees (Sugiyono, 2018:152). In this study, the research sets questions with a choice of 5-point scale answers with the following arrangement:

Table 4. Questionnaire Answer Weight

No	Information	Weight
1	Strongly agree	5 scale
2	Agree	4 scale
3	Disagree	3 scale
4	Don't agree	2 scale
5	Strongly disagree	1 scale

Data Analysis Techniques

To determine the effect of a variable, the analytical technique used in this study is path analysis. Using path analysis, it can be determined the effect of one causal variable on the effect variable through the path coefficient. According to Sugiyono (2018), the path analysis model is in a diagram that connects the variables in the study. The relationship pattern uses arrows, where a single arrow shows a causal relationship between an exogenous variable and one or more dependent variables.

The arrows also connect the residue variables with all endogenous variables, each double arrow indicates a correlation between pairs of exogenous variables. Path analysis is an extension of multiple regression which is used to estimate causality (cause-and-effect) relationships between predetermined variables, and to test the contribution of each exogenous variable to endogenous variables (Ghozali, 2016). The dependent variable in this study is employee performance (Y), while the independent variables are organizational culture (X1) and leadership style (X2). For this reason, the structure of the causal relationship can be described in Figure 2. The structural equation can be formulated in equation [3].

$$Y = \beta_1 X_1 + \beta_2 X_2 + n \quad \text{-----}[3]$$

The steps for testing the path analysis in this study are processed with data transformation, partial test, dan simultaneous test.

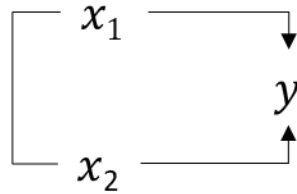


Figure 2. Relationship between Variables

RESULTS AND DISCUSSIONS

Analysis Results

Based on the results of data collection with questionnaires and going directly to explore the changes that occurred after the change of leadership in the Koperasi Syariah in the South Cimahi Region. A transformative leadership style, where charisma is present along with the competencies and skills possessed by the leader himself, provides intellectual stimulation by providing views to his subordinates, will be a clear direction for the organization's journey to deal with the Covid-19 pandemic.

Furthermore, the author conducted in-depth interviews with several staff and employees based on years of service, it can be seen that the leader made a drastic change in organizational culture when facing the Covid-19 pandemic, starting with rotations and changes in working hours which were quite strict, where previously arrivals were hours. eight in the morning and many are still not used to the implementation of health procedures to deal with the Covid-19 pandemic, which is currently trying to be changed to seven in the morning and treat Health procedures to handle the Covid-19 pandemic which is quite firm. Employees are encouraged to innovate and challenged to dare to compete with similar companies, built intimacy to reduce the distance between subordinates and superiors accompanied by the Covid-19 pandemic outbreak. For this reason, it can be conveyed that the leadership style and organizational culture have an influence in improving employee performance and this is expected to encourage the company's progress in quantity and quality in the future even though it is facing the Covid-19 pandemic.

Hypothesis Test Results

Correlation Between Variables

The variables in this study are leadership style (X_1), organizational culture (X_2), and employee performance (Y). The correlation coefficient between these variables is calculated using the *Pearson Product Moment correlation formula*, and using *SPSS software version 2.0* with the results as shown in Teble 5. From the table of SPSS output results (Table 5), it can be explained that:

1. The relationship between leadership style (X_1) and organizational culture (X_2) is 0.585. The correlation value is positive which is included in the moderate category, that indicates there is a moderate positive relationship between leadership style and

organizational culture where the better the leadership style, the better the organizational culture and vice versa.

Table 5. Correlation Between Variables

		Leadership Style (X ₁)	Organizational Culture (X ₂)	Performance (Y)
Leadership Style (X ₁)	Pearson Correlation	1	.585**	.634**
	Sig. (2-tailed)		.000	.000
	N	121	121	121
Organizational Culture (X ₂)	Pearson Correlation	.585**	1	.592**
	Sig. (2-tailed)	.000		.000
	N	121	121	121
Employee Performance (Y)	Pearson Correlation	.634**	.592**	1
	Sig. (2-tailed)	.000	.000	
	N	121	121	121

**Correlation is significant at the 0.01 level (2-tailed).

- The relationship between leadership style (X₁) and employee performance (Y) is 0.634. The positive correlation value is included in the strong category which indicates that there is a strong positive relationship between leadership style and employee performance. The result indicates that the better the leadership style, the better the employee performance and vice versa.
- The relationship between organizational culture (X₂) and employee performance (Y) is 0.592. The positive correlation value is included in the moderate category, which indicates that there is a moderate positive relationship between organizational culture and employee performance. It indicates the better the organizational culture, the better the employee performance and vice versa.

Path Analysis Test

Then, the second step of this analysis is to find the path coefficient value from exogenous variables to endogenous variables using SPSS version 20 and Lisrel. The Standardized Coefficients Beta value for each variable is 0.437 and 0.335. It indicates the path coefficient value of leadership style ($P_{YX1} = 0.437$) and organizational culture ($P_{YX2} = 0.335$) on employee performance. After getting the value of the path coefficient, then look for the value of the coefficient of determination. Based on this results using SPSS version 20 and Lisrel, the coefficient of simultaneous determination of exogenous variables against endogenous variables is obtained as shown in Table 6.

Table 6. Coefficient^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	17,917	9.097		1969	.055
1 Leadership Style (X ₁)	.777	.231	.437	3.358	.002
Organizational Culture (X ₂)	.400	.155	.355	2,575	.013

^aDependent Variable: Employee Performance (Y).

The value of the coefficient of determination (R Square) is interpreted as the magnitude of the influence of leadership style and organizational culture on employee performance. It can be seen that leadership style and organizational culture have an influence of 0.476 or 47.6% on employee performance, while the remaining 0.524 or 52.4% is the influence or contribution of other variables outside the study (Table 7).

Table 7. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.690 ^a	.476	.453	6.067455 ^b

^aPredictors: (Constant), Leadership Style (X1), Organizational Culture (X1)

^bDependent Variable: Employee Performance (Y)

Visually, the overall path diagram of the leadership style and organizational culture on employee performance can be seen in the Figure 3.

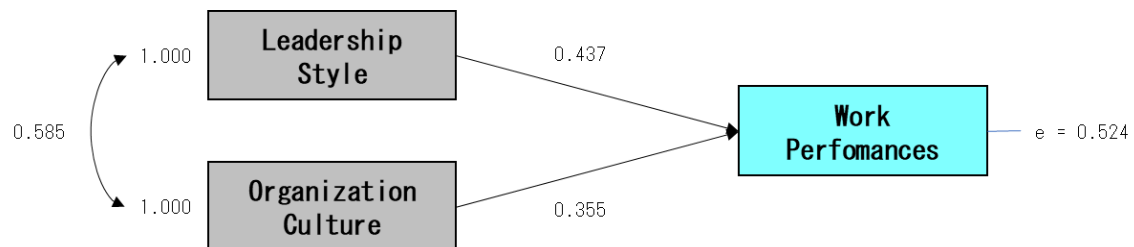


Figure 3. Relationship Between Variables

In the Table 8, it can be seen that the influence of each variable is as follows;

Table 8. Influence between Variables

Variable	Coefficient Value	Influence		Total
		Direct	Indirect	
Leadership Style → Employee Performance	0.437	0.190	0.08	0.270
Organizational Culture → Employee Performance	0.355	0.126	0.08	0.206
Simultaneous Influence				0.476
Residual Factor				0.524

Based on the discussion of quantitative analysis (Figure 3 and Table 8), it is known that:

1. The correlation of leadership style (X1) and organizational culture (X2) has a score of 0.585. The correlation value is positive which is included in the medium category, this shows that there is a moderate relationship between leadership style and organizational culture, where the better the leadership style, the better the leadership style will be followed by the better relationship of organizational culture.
2. The influence of leadership style (X1) on employee performance (Y) has a score of 0.270 or 27.0%, This is interpreted as a less strong influence of the leadership style

variable on employee performance where the better the leadership style, the better the performance will be employee.

3. The influence of organizational culture (X2) on employee performance (Y) is 0.206 or 20.6%. This is interpreted as a less strong influence of organizational culture variables on employee performance where the better the organizational culture, the better the employee performance will be.

These results are in line with research by Putra (2015) which indicated that organizational commitment, organizational culture, leadership style, and the physical work environment affect employee performance. Furthermore, there is a simultaneous influence of leadership style and organizational culture on employee performance (Fahmi et al., 2018). Then, a research by Mukmin and Prasetyo (2021) which stated that leadership style and organizational culture have a significant effect on job satisfaction.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Based on the results of the analysis and discussion that has been carried out to determine the influence of leadership style and organizational culture on employee performance at the South Cimahi Region Sharia Cooperative, it can be concluded that leadership style (X1) and organizational culture (X2) show a positive correlation value which is included in the medium category. Leadership style (X1) with employee performance (Y) shows a strong positive correlation value, organizational culture (X2) with employee performance (Y) shows a positive correlation value which is included in the medium category.

Leadership style has a significant influence on employee performance at the Sharia Cooperative, South Cimahi Region. Partially, organizational culture has a significant influence on employee performance too. Simultaneously, leadership style and organizational culture have a significant influence on employee performance at the South Cimahi Region Sharia Cooperative. The results of this research can be used as consideration for leaders of sharia cooperatives, especially in the South Cimahi area, in improving the quality of employee performance. This research can also be useful in developing theories related to leadership style, organizational culture and employee performance.

Suggestion

This research is still limited to leadership style and organizational culture variables only and the research area is only in the South Cimahi area. Based on these limitations and the results of research and observations that have been carried out at the South Cimahi Regional Sharia Cooperative, the author would like to propose several suggestions that might be taken into consideration in improving employee performance. The advice based on this research results to the Sharia Cooperative in the South Cimahi Region is that the leadership of the Sharia Cooperative in the South Cimahi Region needs to design managerial implications for each employee element, in the form of evaluating job descriptions, responsibilities, and authority as well as indicators of success in each structural environment of the Sharia Cooperative in the region.

The leadership of Sharia Cooperative in the South Cimahi Region also needs to increase the freedom and space for employees to move in carrying out their work during

the Covid-19 pandemic. However, supervision of employees of the Sharia Cooperative in the South Cimahi Region also needs to be increased directly by the leadership, so that it can create a high sense of responsibility in completing every job despite the pressure of the pandemic and the new culture in the organization. Sharia cooperatives in the South Cimahi region can carry out employee refreshments and provide job training to each cooperative employee. This form of activity is one of the leadership's efforts to acknowledge the existence of employees, and is thought to increase the work motivation of each employee. In an effort to improve employee performance of the Sharia Cooperative in the South Cimahi Region environment, the leaders need to encourage employees to improve their performance capabilities, by providing direct and regular guidance to each of their subordinates on a regular basis so that they are ready to face the conditions of the Covid-19 Pandemic in order to improve services to cooperative members.

The Sharia Cooperative in the South Cimahi Region can improve the performance of their employees, leaders need to encourage their employees to innovate, and be creative and provide rewards for the innovation they produce, because this is necessary in providing performance efforts in facing the Covid-19 Pandemic. Suggestions for further research are to expand the research variables, not just leadership style and organizational culture, and expand the area not only in the South Cimahi region, but also to the district, provincial, national, or international level.

REFERENCES

- Bennis, W., & Nanus, B. (2016). *Leadership: Strategy in Taking Responsibility*. Erlangga.
- Edison, E. (2015). *Human Resources Management*. Alfabeta.
- Fachri, M., & Wulansari, P. (2022). Pengaruh budaya organisasi terhadap kinerja karyawan pada Kantor Pusat PT Pelindo IV (PT Pelindo IV Kantor Pusat Direktorat SDM). *E-Proceedings of Management*, 9(2). Retrieved from <https://openlibrarypublications.telkomuniversity.ac.id/index.php/management/article/view/17733>
- Fahmi, M., Agung, S., & Rachmatullaily, R. (2018). Gaya kepemimpinan dan budaya organisasi terhadap kinerja karyawan. *Inovator*, 7(1), 90–109. <https://doi.org/10.32832/inovator.v7i1.1462>
- Frontiera, J. (2010). Leadership and organizational culture transformation in professional sport. *Journal of Leadership & Organizational Studies*, 17(1), 71–86. <https://doi.org/10.1177/1548051809345253>
- Ghozali, I. (2016). *Application of multivariate analysis with IBM SPSS 23 program*. Diponegoro University Publishing Agency.
- Hajiji, M. (2020). *Challenges of Cooperatives in the Covid-19 Pandemic Period Cooperative and MSME Assistance Consultant/Secretary General of IKA IKOPIN*. Galamedia.
- Hofstede, G. J. (2015). Culture's causes: The next challenge. *Cross Cultural Management*, 22(4), 545–569. <https://doi.org/10.1108/CCM-03-2015-0040>
- Karolina, C. M., & Zarkasi, I. R. (2022). From online back to offline: cyber

communities' perspective regarding the implementation of formal education during pandemic covid-19. *The 2nd International Conference on Communication Science (ICCS): Strategic Communication in the Era of Data-Based, Advanced Technology and Environmental Crises*. Lombok, 20-21 July. Retrieved from <https://eprints.uai.ac.id/1879>

- Meiryani, N., Koh, Y., Soepriyanto, G., Aljuaid, M., & Hasan, F. (2022). The effect of transformational leadership and remote working on employee performance during COVID-19 pandemic. *Frontiers in Psychology, 13*, 919631. <https://doi.org/10.3389/fpsyg.2022.919631>
- Mukmin, S., & Prasetyo, I. (2021). Pengaruh gaya kepemimpinan dan budaya organisasi terhadap kinerja karyawan melalui kepuasan kerja karyawan sebagai variabel intervening. *Jurnal Manajerial Bisnis, 4*(2), 123–136. <https://doi.org/10.37504/jmb.v4i2.297>
- Nurhayati, A. H. (2018). *Psychology in Education*. Alfabeta.
- Peerally, J. A., De Fuentes, C., & Figueiredo, P. N. (2019). Inclusive innovation and the role of technological capability-building: The social business Grameen Danone Foods Limited in Bangladesh. *Long Range Planning, 52*(6), 101843. <https://doi.org/10.1016/j.lrp.2018.04.005>
- Poniman, F., & Hidayat, Y. (2015). *HR Management*. PT Gramedia Pustaka Utama.
- Putra, S. W. (2015). Pengaruh komitmen organisasi, budaya organisasi, gaya kepemimpinan dan lingkungan terhadap kinerja karyawan pada industri kecil. *Jurnal Ekonomi Modernisasi, 11*(1), 62–77. <https://doi.org/10.21067/jem.v11i1.869>
- Robbins, S. (2015). *Organizational Behavior*. Salemba Empat.
- Schein, E. H. (2017). *Organization Development: A Jossey-Bass reader*. John Wiley & Sons, Inc.
- Sekaran, U., & Bougie, R. (2017). *Research Method for Business: Expertise-development Approach*. Salemba Empat.
- Sugiyono, S. (2018). *Educational research method quantitative, qualitative, and R&D approach*. Alfabeta.
- Tailan, N., Widyani, A. A. D., & Utami, N. M. S. (2021). Pengaruh gaya kepemimpinan transformasional, kerjasama tim, dan komunikasi terhadap kinerja karyawan warung mina cabang renon. *Values, 2*(2), 343–352.
- Turang, R. C. (2015). Influence of leadership style, motivation, and work discipline on employee performance in PT Dayana Cipta. *Jurnal Berkala Ilmiah Efisiensi, 15*(4), 366-516.
- Veithzal, R. (2014). *Human Resource Management for Companies: From Theory to Practice*. PT Raja Grafindo Persada.
- Whitmore, J. (2017). *Coaching Performance*. PT Gramedia Pustaka Utama.
- Wibowo, W. (2017). *Work Management*. PT Gramedia Pustaka Utama.
- Yukl, G. A. (2019). *Leadership in Organizations*. PT Index.