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Impact of Leadership, Organizational Culture and Communication System on Human Capital and Implication on Productivity Enhancement in Indonesian Public Sector

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Abstract. The rationale of this have a see at was to decide the association between authority, organizational culture and communication framework on human capital execution and suggestion on efficiency upgrade at the Secretariat of the Regional People's Representative Council. The approach utilized is quantitative the utilize of way examination strategy. The amount of respondents is 102 people who are workers of the Secretariat of the Regional People's Representative Council. The see at was carried out starting from checking out considers contraptions, checking out theories both for halfway connections, synchronous connections and coefficient of determination, at that point the remaining degree changed into inspected for the achievability of a considers show based completely on a few measures, particularly: hypothetical plausibility, exactness of estimation of the parameters, informative capability and estimating capacity. From the examination results, it is discovered that leadership (X_1), organizational culture (X_2) and communication system (X_3), human capital (Y) and productivity (Z) have a huge impact.

Keyword: leadership, organizational culture, system communication, human capital, productivity

Introduction

Administration in this sense isn't value neutral. It could be a positive embrace of the got to advance certain principle values that can be called open spiritedness [1]. Administration is characterized as identity, capacities, capacities which comprise of a arrangement of exercises which are a prepare of interaction between pioneers, devotees and circumstances [2], [3], [4], [5], [6]. Culture is open segment organizations changes in its measurements. These contracts in convictions values and states of mind result in numerous social practices, which in turn get a reflection within the organizations of their individual social orders [7]. Organization culture characterized as a design of shared essential presumptions that gather learned because it unraveled its issues of outside adaption and inner integration, that has worked well sufficient to be considered substantial and, so to be instructed to modern individuals as the right way to see, think, and feel in connection to those issues [8], [9], [10], [11], [12]. There are a few challenges

and boundaries that can delay advance of e-government usage. The assortment and complexity of e-government activities suggests the existence of a wide extend of challenges and obstructions to its usage and administration [13]. The communication framework could be a set of things around the method of conveying messages that are related to each other and shape a entire that contains objects, properties, inside connections and the environment of the communication framework [14], [15], [16], [17], [18]. Open approach faces different challenges and the quality of the arrangement execution lies in recognizing such challenges and finding ways of overcoming them, that depends on aptitudes, information and encounter of staff. Organization can not construct a great group of working experts without great Human Assets [19], [20]. Human capital is the collective esteem of an organization's know-how. Human capital alludes to the esteem, as a rule not reflected in bookkeeping framework, which comes about from the venture an organization must make to reproduce the information in its representative [21], [22], [23], [24], [25]. Most governments are finding it troublesome to supply choice producers with great quality, valid and significant data in a opportune way, let alone motivating forces to utilize this data in budgetary choice making [26]. Efficiency in it contains two fundamental concepts, specifically proficiency and adequacy. In terms of effectiveness, it can degree assets, both from people, funds, or it can be from nature required to meet the level of benefit craved, adequacy is measuring in terms of the comes about of the quality of benefit that has been accomplished [27], [28], [29], [30], [31].

Literature Review and Hypothesis Development

Based on the writing audit conducted, a few data can be gotten as takes after: 1). Leadership impacts organizational culture [32], [33], [34], [35], [36]; 2). Leadership impacts communication system [37], [38], [39], [40], [41]; 3). Organizational culture impacts communication system [42], [43], [44], [45], [46]; 4). Leadership impacts human capital [47], [48], [49], [45], [50]; 5). Organizational culture impacts human capital [51], [52], [53], [54], [55]; 6). Communication system impacts human capital [7], [56], [57], [58], [59]; 7). Leadership impacts productivity [60], [61], [62], [63], [64]; 8). Organizational culture impacts productivity [65], [44], [66], [67], [68]; 9). Communication system impacts productivity [69], [70], [39], [71], [72]; 10). Human capital impacts productivity [73], [74], [75], [76], [77]. From the preparatory inquire about, the taking after speculation was built:

Table 1. Research Hypothesis.

Style	Example and use
$H_0 : \rho_{x_1y} = \rho_{x_2y} = \rho_{x_3y} = 0$ $H_\alpha : \text{There is at least one } \rho_{x_iy} \neq 0;$ which $i = \rho_{x_1y}, \rho_{x_2y}, \rho_{x_3y}$	There's no affect of leadership, organizational culture, communication system on human capital There's an affect of leadership, organizational culture, communication system on human capital
$H_0 : \rho_{x_1yz} = \rho_{x_2yz} = \rho_{x_3yz} = 0$ $H_\alpha : \text{There is at least one } \rho_{x_iyz} \neq 0;$ which $i = \rho_{x_1yz}, \rho_{x_2yz}, \rho_{x_3yz}$	There's no affect of leadership, organizational culture, communication system, human capital on productivity There's an affect of leadership, organizational culture, communication system, human capital on productivity

Research Method

This consider business quantitative approach with illustrative explore procedures. Data in a quantitative approach can be measured so simply can utilize experiences in testing. The technique of clarification is utilized to clarify the position of the variables underneath consider and the relationship between one variable and another. The stages of handling and data examination can be seen inside the taking after figure:

Figure 1: Thinking Framework

Populace is the number of review units whose characteristics will be explored. The populace utilized as respondents in this think about were state gracious hirelings in all zones of the appointive area of the territorial people's agent committee at the common level of Indonesia. In choosing the looking at in a general sense depends on the number of masses and the capacity to reach it, the looking at technique utilized by passing on studies. This data examination method businesses authenticity test, faithful quality test, commonality test, clear data examination, hypothesis testing and conclusion. The examination strategy utilized is way examination which focused to see the affect of the leadership (X_1), organizational structure (X_2), communication system (X_3), human capital (Y) and productivity (Z). There are 3 (three) disobedient to test the precision of the study as an instrument for measuring respondents circle: 1). Authenticity test; is the verbalization thing inside the consider articulated significant in case the relationship coefficient regard is over 0,3 [78]; 2). Unflinching quality test is an instrument declared strong within the occasion that the regard of the faithful quality coefficient is at smallest 0,7; 3). Conventionality test is as takes after: a). On the off chance that the significance regard $> 0,05$, the data is characterized as data that's customarily scattered; b). On the off chance that the centrally regard $< 0,05$, the data that are not customarily scattered.

Commonality testing is gotten by utilizing the One Test Kolmogorov Smirnov test utilizing the SPSS application program. For the comes approximately of clear explore, each variable shown especially awful responses (score 1), not awesome (score 2), extraordinary adequate (score 3), incredible (score 4) and uncommonly extraordinary (score 5). How to calculate the length of the between times lesson = run : number of classes. Additionally, the depiction clarifies the typical regard of each variable arranged with a standard deviation regard, the tiniest to the foremost lifted run regard, add up to; with information roughly the criteria for each variable concurring to the explanation of the Likert scale. For the way examination organize concurring to [79] may be a technique utilized to degree the arrange relationship and circuitous relationship between variables. There are two stages inside the way examination, to be particular the orchestrate of calculating the way coefficient which comprises of the way coefficient appear I and the way coefficient appear II, the minute orchestrate is testing the testing the hypothesis and conclusions. For data dealing with utilizing SPSS program.

Result and Discussion

In this think about, there were 56 male respondents (54,9%) and 46 female respondents (45,1%). The characteristics of the 102 respondents examined in this think about comprised of sees based on sexual orientation, age, last education, and length of work. The taking after are a few of the characteristics of this inquire about, among others: 1). Based on gender is the number of male

respondents as much as 54,9% more than the number of female respondents by 45,1%; 2). The age of the respondents moreover changed, to be specific 2% of workers less than 25 years old, 15,7% of workers 25 – 35 years old, 51% of workers matured 36 – 45 years old and 31,4% workers more seasoned than 45 years old; 3). The characteristics of respondents based on length of work are as takes after: 6,9% of workers whose length of work ranges from 1 to 5 years, 31,4% from 6 to 10 years, representatives whose length of work ranges from 11 to 15 years as much as 39,2% and employees who have worked more than 15 years as much as 22,5%; and 4). Characteristics of respondents based on their latest education include: < Diploma as much as 36,3%, Diploma as much as 12,7%, Bachelor degree as much as 31,4% and Master as much as 19,6%. The taking after organized is to test data quality on four variables, to be authority, organizational culture, communication framework and human capital. The comes approximately of the data quality test can be seen inside the taking after table:

Table 2. Research Hypothesis.

Item	Number of question	Validity test	Reliability test	Normality test
Authority (X_1)	34	0,568	0,756	0,826
Organizational Culture (X_2)	32	0,623	0,796	0,875
Communication Framework (X_3)	29	0,589	0,769	0,849
Human Capital (Y)	29	0,732	0,834	0,914
Productivity (Z)	28	0,767	0,857	0,958
Reference Value		> 0,3	$\geq$ 0,6	> 0,05
Statement		Valid	Reliable	Normal

Source: Questionnaire (2019)

The following arrange is graphic investigation inquire about. The outline of respondents recognitions approximately the variable authority, organizational culture, communication framework, human capital and productivity, there are two stage of elucidation, specifically 1). Organize calculating the way coefficient and 2). The speculation testing organize is as takes after:

1. Calculate the path coefficient

- a. In line I, it is known that the importance esteem of the three factors, specifically $X_1 = 0,007$, $X_2 = 0,009$ and $X_3 = 0,011$ is littler than 0,05, meaning that X_1 , X_2 and X_3 have a noteworthy impact on Y . The esteem of R square is 0,838, meaning that the commitment of the impact of X_1 and X_2 and X_3 on Y is 83,8 %, the remaining 16,2 % is the commitment of other factors not included within the think about. The esteem of e_1 is $1 - 0,838 = 0,162$.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.869 ^a	.838	.836	.896

a. Predictors: (Constant), Communication System, Organizational Culture, Leadership

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.850	.859		5.653	.000
	Leadership	.119	.043	.247	2.822	.007
	Organizational Culture	.334	.033	.591	10.423	.009
	Communication System	.153	.059	.173	2.628	.011

a. Dependent Variable: Human Capital

Figure 2: Result of Model I Data Processing Using SPSS

- b. In way II, it is known that the noteworthiness esteem of the three factors, to be specific $X_1 = 0,015$, $X_2 = 0,007$, $X_3 = 0,008$ and $Y = 0,002$ is littler than 0,05, meaning that the factors X_1 , X_2 , X_3 and Y have a noteworthy impact in Z . The esteem of R square is 0,844, meaning that us appears the commitment of impact. X_1 , X_2 , X_3 and Y to Z produced to 84,4%, the remaining 15,6% was the commitment of other factors not included within the think about. The esteem of e_2 is $1 - 0,844 = 0,156$

c.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.874 ^a	.844	.841	.827

a. Predictors: (Constant), Human Capital, Leadership, Communication System, Organizational Culture

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	22.343	5.854		24.572	.001
	Leadership	.189	.044	.127	2.451	.015
	Organizational Culture	.348	.014	.344	10.418	.007
	Communication System	.245	.020	.138	2.375	.008
	Human Capital	.560	.012	.509	12.085	.002

a. Dependent Variable: Productivity

Figure 3: Result of Model II Data Processing Using SPSS

Figure 4: The Effect of Leadership, Organizational Culture and Communication Systems on Human Capital and Its Implications on Productivity

Source: Research Result (2019)

From the picture over it can be clarified that: Commitment of the impact of leadership (X_1), organizational culture (X_2) and communication system (X_3) has an impact on human capital (Y) and the suggestion for productivity is 0,560%. The remaining 0,440 is impacted by factors not examined in this think about, such as training, incentive, innovation and others.

2. Hypothesis test

At the theory testing arrange, it can be concluded that: 1). Examination of the impact of X_1 and Y ; noteworthy esteem X_1 of $0,007 < 0,05$, there's a critical impact of X_1 on Y ; 2). Investigation of the impact of X_2 on Y ; the critical esteem of X_2 is $0,009 < 0,05$, there's a critical impact of X_2 on Y ; 3). Investigation of the impact of X_3 on Y ; the critical esteem of X_3 is $0,011 < 0,05$, there's a critical impact of X_2 on Y ; 4). Examination of the impact X_1 on Z ; noteworthy value of X_1 of $0,015 < 0,05$, there's a noteworthy impact of X_1 on Z ; 5). Examination of the impact of X_2 on Z ; the noteworthy esteem of X_2 is $0,007 < 0,05$, there's a noteworthy impact of X_2 on Z ; 6). Examination of the impact of X_3 on Z ; the noteworthy esteem of X_3 is $0,008 < 0,05$, there's a noteworthy impact of X_3 on Z ; 7). Examination of the impact of Y on Z ; noteworthy esteem Y of $0,002 < 0,05$, there's a noteworthy impact of Y on Z ; 8). Investigation of the impact of X_1 through Y on Z ; the coordinate impact of X_1 on Z is 0,247, the circuitous impact of X_1 through Y on Z is the increase of the beta esteem X_1 on Y with the beta esteem of Y on Z is the esteem of the coordinate impact also the esteem of the circuitous impact ($0,247 \times 0,509 = 0,126$). This implies that the esteem of the round about impact is more prominent than the esteem of the direct impact, it appears that in a roundabout way X_1 through Y encompasses a noteworthy impact in Z ; 9). Examination of the impact of X_2 through Y on Z ; the coordinate impact of X_2 on Z is 0,591, the roundabout impact of X_2 through Y on Z is the increase of the beta esteem of X_2 on Y with the beta esteem of Y on Z ($0,591 \times 0,509 = 0,301$). This implies that the esteem of the circuitous impact is more noteworthy than the esteem of the coordinate impact, it appears that in a roundabout way X_2 through Y encompasses a critical impact on Z ; 10). Examination of the impact of X_3 through Y on Z ; the coordinate impact of X_3 on Z is 0,173, the roundabout impact of X_3 through Y on Z is the increase of the beta esteem of X_3 on Y with the beta esteem of Y on Z ($0,173 \times 0,509 = 0,088$). This implies that the esteem of the

circuitous impact is more noteworthy than the esteem of the coordinate impact, it appears that in a roundabout way X_3 through Y encompasses a critical impact on Z. From the comes about of this investigation, it can be concluded that the investigation of leadership, organizational culture, communication system on human capital and its suggestions for productivity includes a noteworthy impact.

Conclusion

Based on the comes about of the talk with respect to leadership (X_1), organizational culture (X_2) and communication system (X_3) on human capital (Y) and its suggestions for productivity (Z), the analyst concludes that the speculation comes about are: 1). There's a noteworthy impact of leadership, organizational culture and communication system on human capital. In this case, the impact of organizational culture is more overwhelming on human capital; 2). The are coordinate and backhanded impacts on leadership (X_1), organizational culture (X_2) and communication system (X_3) on human capital (Y) and its suggestions for productivity (Z). In this case the indirect impact includes a smaller effect than the coordinate impact. This implies that each inquire about variable includes a critical impact.

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