

ABSTRAK

PENGARUH GAYA KEPEMIMPINAN, KOMPETENSI, PELATIHAN, DAN BUDAYA ORGANISASI TERHADAP KINERJA PEGAWAI DI BIRO UMUM DAN PROTOKOL SETDA DIY

Endah Putri Kinasih

NIM: 222114139

Universitas Sanata Dharma

2026

Organisasi sektor publik beroperasi dalam lingkungan yang semakin dinamis sehingga membutuhkan peningkatan kinerja pegawai secara berkelanjutan untuk mencapai tata kelola yang transparan, akuntabel, dan efektif. Meskipun demikian, Biro Umum dan Protokol Setda DIY terus menghadapi tantangan organisasi, khususnya keterbatasan sumber daya manusia dan beragamnya tingkat kemampuan pegawai dalam memanfaatkan teknologi informasi secara fungsional yang dapat memengaruhi kemampuan lembaga tersebut dalam memberikan pelayanan publik yang optimal. Studi ini bertujuan untuk mengetahui pengaruh gaya kepemimpinan, kompetensi, pelatihan, dan budaya organisasi terhadap kinerja pegawai untuk mendukung pencapaian target kinerja institusional secara optimal.

Populasi penelitian terdiri dari pegawai Biro Umum dan Protokol Setda DIY. Data primer dikumpulkan melalui kuesioner terstruktur yang dibagikan kepada 110 pegawai yang direkrut menggunakan teknik pengambilan sampel snowball. Data yang dikumpulkan dianalisis menggunakan regresi linier berganda untuk menguji pengaruh gaya kepemimpinan, kompetensi, pelatihan, dan budaya organisasi terhadap kinerja pegawai.

Temuan menunjukkan bahwa gaya kepemimpinan, kompetensi, dan pelatihan masing-masing memiliki pengaruh positif terhadap kinerja pegawai. Selain itu, budaya organisasi ditemukan berpengaruh positif terhadap kinerja pegawai di Biro Umum dan Protokol Setda DIY. Hasil penelitian ini menunjukkan bahwa penguatan praktik kepemimpinan, peningkatan kompetensi pegawai, penyelenggaraan pelatihan yang efektif, serta pengembangan budaya organisasi yang kondusif berpotensi meningkatkan kinerja pegawai.

Kata Kunci: *Gaya Kepemimpinan, Kompetensi, Pelatihan, Budaya Organisasi, Kinerja Pegawai.*

ABSTRACT

**THE INFLUENCE OF LEADERSHIP STYLE, COMPETENCE, TRAINING,
AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE AT
THE GENERAL AFFAIRS AND PROTOCOL BUREAU OF THE
REGIONAL SECRETARIAT OF THE SPECIAL REGION OF
YOGYAKARTA**

Endah Putri Kinasih

NIM: 222114139

Sanata Dharma University

2026

Public sector organizations operate in an increasingly dynamic environment, requiring continuous improvements in employee performance to achieve transparent, accountable, and effective governance. Nevertheless, the General Affairs and Protocol Bureau of the Regional Secretariat of The Special Region of Yogyakarta continues to face organizational challenges, particularly limited human resources and varying levels of employees proficiency in utilizing functional information technology, which may affect the agency's ability to deliver optimal public services. This study aims to determine the influence of leadership style, competence, training, and organizational culture on employee performance in this agency, to support the optimal achievement of institutional performance targets.

The study population comprised employees of the General Affairs and Protocol Bureau of the Regional Secretariat of The Special Region of Yogyakarta. Primary data were collected through a structured questionnaire distributed to 110 employees who were recruited using the snowball sampling technique. The collected data were analyzed using multiple linear regression to examine the influence of leadership style, competence, training, and organizational culture on employee performance.

The findings indicate that leadership style, competence, and training each have a positive effect on employee performance. In addition, organizational culture was found to positively influence employee performance among employees of the General Affairs and Protocol Bureau of the Regional Secretariat of The Special Region of Yogyakarta. These results suggest that strengthening leadership practices, enhancing employee competence, providing effective training, and fostering a supportive organizational culture can enhance employee performance.

Keywords: Leadership Style, Competence, Training, Organizational Culture, Employee Performance.