



The role of leadership style and organizational culture on employee performance

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ABSTRACT

Among effective management systems, the importance of human resources is increasing. Employee performance is an essential factor influencing success. In an organization, it is one of the most critical functions of an institution. This study aims to determine the variables that affect employee performance and develop a theoretical basis and research model. This study used associative descriptive quantitative methods with 61 respondents drawn into the sample using non-probability sampling, the sampling technique / total sampling technique, and data analysis techniques using linear regression with the help of SPSS software version 26. The results of this study show that the first hypothesis states that employee performance is influenced by leadership style. The second hypothesis states that employee performance is influenced by organizational culture. The third hypothesis, employee performance, is controlled by leadership style and corporate culture, which can simultaneously improve employee performance. This research is expected to make a theoretical contribution to the literature in this context, certainly in the context of human resource management.

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1. INTRODUCTION

Human resources have an essential role in organizations to achieve competitive advantage. Technological developments and environmental changes make human resources a critical factor in determining the ability of an organization or company to compete globally. Human resources are people who design and produce goods and services, monitor quality, market products, allocate financial resources, and formulate all organizational strategies and goals (Gunawan et al., 2022; Puspita & Warsindah, 2021). Human resources or employees are assets, one of the reasons for significant strength in the industry, and it is often said to be the spearhead for achieving industry goals; therefore, the sector needs human resources or high-performing individuals to achieve the industry goals that have been set (Haryadi et al., 2022; Tania et al., 2021). The quality of employees is an integral part of an organization's competitive advantage. The institution has qualified workers so that the organization can develop, fulfill its capabilities for productivity activities, is for its customers, and significantly ensures customer satisfaction (Amin et al., 2023; Riyanto et al., 2022; Setyowati et al., 2023).

An aspect that can be a benchmark for a company in managing its human resources is employee performance. Employees can perform special skills. The extent to which employees can carry out the assigned tasks will be known through their performance (Sinambela, 2019; Yusuf et

al., 2021). Performance is a reflection of the level of income from the implementation of an activity program or policy in setting targets, visions, goals, and objectives outlined through the programming needed in a company (Isabel et al., 2021; Purnamasari et al., 2023; Yumhi et al., 2023). That way, every employee needs to know precisely the responsibility and ability to achieve and measure the markers of success (Haryadi, 2022; Haryadi & Wahyudi, 2020). Performance is the overall achievement or level of success of an employee over a certain period or by comparing tasks performed or with various parameters that measure success, namely assessment of standard work results, notification of goals or targets or predetermined and mutually agreed upon (Haryadi et al., 2022; Widodo, 2020).

Employee performance is influenced by leadership style. Leadership style in an organization is an essential aspect of improving employee performance. This is because employees will like a wise and professional leader at work. Thus, employees will feel valued by their leaders (Rahmatullah et al., 2022; Setiadi et al., 2023). The process of activity of an organization or an enterprise will inevitably experience obstacles in achieving its goals. One is increasing human resources in companies or organizations (Tania et al., 2021). Leadership style is the norm of behavior used by a person when that person tries to influence the behavior of others as desired. In organizations, the right leadership style is needed to develop a conducive work environment and improve employee performance so that it is expected to produce high productivity. (Rosalina & Wati, 2020). Leadership style is a way or technique of a person in carrying out leadership and can also be interpreted as a behavioral norm that a person uses when the person tries to influence the behavior of others (Mukhlisin et al., 2023; Salahudin et al., 2023; Sukmawati et al., 2020).

Thus, these factors can improve employee performance; among others, organizational culture plays an important role. One of the factors that can improve work performance is implementing an excellent corporate culture. Organizational culture can influence the attitudes and behavior of individuals, and it can cause individuals to understand the organization's fundamental values and be more involved in it. Previous research has attempted to find the aspects necessary to improve innovation and organizational performance (Rahmatullah et al., 2022; Zeb et al., 2021). Corporate culture plays an essential role in enhancing the effectiveness of an organization's performance. For organizations, culture is a benchmark for achieving organizational success while building commitment to realize the vision, win the hearts of customers, win the competition, and make the company's strength. For individuals, the culture encourages them to have a sense of trust in the organization and be more productive. Organizational goals can be achieved with competent individuals with good skills to excel in the competition (Haryadi et al., 2022; Rohman et al., 2021). Organizational culture is fundamental; even if the organization has a strong culture where all members carry its cultural values, it can create a competitive advantage (Rahmatullah et al., 2022; Rohman et al., 2021).

PT. Sunjin HJ is a company that sells yarn (Sewing Thread) for shoes from brands such as NIKE, ADIDAS, NB, and REEBOK. The resulting products are multiple types of shoe thread (Sewing Thread) such as Bonded thread, Polyester, Spun Polyester, Bobbin, and so on. Credit Sales dominate its sales activities. Leaders who do not have a clear vision can fail to inspire or provide clear direction to their team, which can lead to uncertainty and a lack of motivation. Ineffective communication can lead to misunderstandings, conflicts, and a lack of trust between the leader and team members. Leaders who do not delegate well can burden themselves with too many tasks. In contrast, team members may feel disengaged or valued. To address these issues, leaders must continually develop their leadership skills, including communication, decision-making, conflict handling, and encouraging and supporting their teams. Building a strong organizational culture, where continuous feedback and learning are also essential. Weak culture organizations lack transparency, have low morale, unfavorable policies, and more. The organization motivates employees, provides employee training, excellent work-life balance, systematic policies, and more. Employees also want to last a long time. Strong Culture. Strong Culture This is because employee engagement is higher in organizations. Weak cultures are more satisfied with their work environment than employees.

2. RESEARCH METHOD

In this study, the method used by the author is descriptive quantitative research with a causal approach. The process causal approach research type is an analysis that will look for an overview of the relationship, influence, impact, and causal effect of various concepts or factors, which in some ways is designed in management science (Ferdinand. A., 2014). The population in this study was employees of PT Sunjin HJ, which amounted to 61 respondents. The sample in this study consisted of employees of PT Sunjin HJ, totaling 61 respondents. The sampling technique was saturated, meaning the entire population was drawn as a sample. The data collection technique used in this study used a questionnaire with a Likert scale of 1-5 using the Likert scale method, namely strongly disagree, disagree, hesitate, agree, and strongly agree. Based on the research sample, 61 questionnaires were obtained from respondents. To get the data the author uses a google form that is distributed to the sample, namely employees who are determined as a sample. the author distributed the questionnaire on November 24, 2023 until December 8, the data collected was 61 samples and then the author processed it using IBM SPSS Version 26. The data analysis technique in this study is a descriptive analysis using the SPSS assistance program version 26, then to determine the influence between variables using inferential analysis with the SPSS assistance program version 26 through multiple linear regression analysis with validity tests, reliability calculations, then classical assumption tests which include normality and multicollinearity of data. The t-test and f-test are used to determine the effect of variables by looking at statistical t-values and significance. In this study, the author formulates research hypotheses, including h1, that leadership style significantly influences employee performance. H2, a considerable impact of organizational culture on employee performance. H3, leadership style, and corporate culture simultaneously affect employee performance.

3. RESULTS AND DISCUSSIONS

Before a hypothesis test can be performed, a validity test must be committed to show the extent to which the measurement instrument or measurement method of something is positively designed. Employee performance was measured by five statements, five statement indicators, and leadership style and organizational culture were measured by five survey statement indicators collected. This study seeks to validate the validity of the corrected item-total correlation value by looking at its importance in comparing the r-count with the r-table with the validity number Sakhikh has obtained. In addition, the value of Cronbach's alpha also received the value of reliability calculations that are very reliable, and the results of validity tests and reliability calculations for each variable with indicators can be seen in the table below.

Table 1. Validity and reliability test

| Item Statement | Validity Convergent | r-table | Decision | Reliability Convergent |
|------------------------|---------------------|---------|----------|------------------------|
| Employee Performance | | | | |
| EP_1 | 0.642 | 0,252 | Valid | 0.809 |
| EP_2 | 0.331 | 0,252 | Valid | |
| EP_3 | 0.639 | 0,252 | Valid | |
| EP_4 | 0.632 | 0,252 | Valid | |
| EP_5 | 0.780 | 0,252 | Valid | |
| Leadership Style | | | | |
| LS_1 | 0.901 | 0,252 | Valid | 0.931 |
| LS_2 | 0.545 | 0,252 | Valid | |
| LS_3 | 0.901 | 0,252 | Valid | |
| LS_4 | 0.917 | 0,252 | Valid | |
| LS_5 | 0.890 | 0,252 | Valid | |
| Organizational Culture | | | | |
| OC_1 | 0.586 | 0,252 | Valid | 0.751 |
| OC_2 | 0.580 | 0,252 | Valid | |
| OC_3 | 0.412 | 0,252 | Valid | |
| OC_4 | 0.638 | 0,252 | Valid | |
| OC_5 | 0.385 | 0,252 | Valid | |

Table 1 shows that all statement indicator variables for each variable on each indicator have an r-count value of > 0.252, which automatically meets the data validity standard. A needle is considered accurate if each r-calculate point r-validity value is > 0.252. Not only look at the validity of the reliability value as well, which must be greater than 0.60. The average alpha value lies above 0.60. The following are the results of the classic assumption test from normality data that are proven to be normally distributed data, as seen in Table 2 below.

Table 2. One-sample kolmogorov-smirnov test

| One-Sample Kolmogorov-Smirnov Test | | Unstandardized Residual |
|------------------------------------|----------------|-------------------------|
| N | | 61 |
| Normal Parameters ^{a,b} | Mean | .0000000 |
| | Std. Deviation | 2.19054540 |
| Most Extreme Differences | Absolute | .084 |
| | Positive | .057 |
| | Negative | -.084 |
| Test Statistic | | .084 |
| Asymp. Sig. (2-tailed) | | .200 ^{c,d} |

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Table 2 shows the magnitude of Kolmogorov-Smirnov normality; the 2-tale significance normality test is Unstandardized Residual 0.070), which is residual data having a significance value greater than 0.05. It can be concluded that the data is typically distributed. The following multicollinearity test results can be seen in Table 1.3 below.

Table 3. Multiklonieritas test

| Model | Tableicients ^a | Collinearity Statistics | |
|-------|---------------------------|-------------------------|-------|
| | | Tolerance | VIF |
| 1 | Leadership Style | 0.806 | 1.241 |
| | Organizational Culture | 0.806 | 1.241 |

a. Dependent Variable: Employee_Performance

The multicollinearity test obtained a Variance Inflation Factor (VIF) value of 1.241 and a Tolerance value of 0.806. The result of the decision for the multicollinearity test is that if the tolerance value (0.806) > 0.10 and VIF (1.241) < 10, it can be interpreted that there are no symptoms of multicollinearity, so it can be concluded that the model used does not contain signs of multicollinearity. The results of linear regression analysis can be seen in Table 4 below.

Table 4. Regresregressionr test

| Model | Coefficients a | | | t | Sig. | |
|-------|-----------------------------|------------|---------------------------|------|-------|------|
| | Unstandardized Coefficients | | Standardized Coefficients | | | |
| | B | Std. Error | Beta | | | |
| | (Constant) | -.661 | 2.065 | | | |
| 1 | Leadership_Style | .182 | .082 | .196 | 2.201 | .032 |
| | Organizational_Culture | .826 | .107 | .687 | 7.703 | .000 |

a. Dependent Variable: Employee Performance (Y)

The negative constant -0.661 means that if the leadership and organizational culture values equal zero, then the level or magnitude of employee performance optimization is -0.661. The regression coefficient of the Leadership variable has a positive value of 0.182, which means that if the value (Leadership) increases one hundred percent, then employee performance increases 0.182 times. The value of the regression coefficient of the organizational culture variable is positive at 0.826, and This explains that if the value of corporate culture increases by one

hundred percent, then the employee performance variable increases by 0.826 times. The following analysis results in hypothesis testing are presented in Table 5 below.

Table 5. Hipotesis test

| Variable | T-value | P-values | Result |
|--------------|---------|----------|----------|
| LS → EP | 2.201 | 0.032 | Accepted |
| OC → EP | 7.703 | 0.000 | Accepted |
| LS & OC → EP | 49.088 | 0.000 | Accepted |

Source: Results of research data processing 2023

Table 5 shows the first hypothesis statistically: there is a significant influence between leadership style on employee performance on t-test, results obtained $t_{\text{calculate}} > t_{\text{table}}$ ($2.201 > 2,001$) with a significance level of ($0.032 < 0.05$), it can be concluded that there is a significant influence between leadership style on optimizing employee performance, has a strong story of relationship, meaning that leadership value increases, Optimization of employee performance will increase. Leadership is an integral part of management because it is the driving force for optimizing an organization's production factors (humans, capital, machines, and methods) (Nguyen, 2021). Such is the importance of the role of leadership in efforts to achieve organizational goals. Whether an organization can succeed or not is primarily determined by the quality of leadership in an organization. Leadership style or style has a lot to do with the success of a leader in influencing the behavior of his subordinates. The achievement of the goals of each organization is affected by organizational behavior, which reflects the behavior and attitudes of actors in the organization (Haryadi et al., 2021). Leadership is realized through the interaction of the leader with the people led, which occurs in various conditions that affect him, the classification of various styles in interaction or leadership styles, the realization of leadership styles cannot be separated from the influence of ever-changing conditions that are incidental (momentary) different and may also vary so that the application of each leadership style depends on the leader's ability to analyze and utilize conditions Therefore, each leader will be different (Rahmatullah et al., 2022).

The second finding is that there is a significant influence between organizational cultures on optimizing employee performance on t-tests; the results obtained $t_{\text{calculate}} > t_{\text{table}}$ ($7,703 > 2,001$) with a significance level of ($0.000 < 0.05$), it can be concluded that there is a significant influence between organizational cultures on optimizing employee performance, this has a strong level of power, meaning that the greater the value of organizational culture, The more significant the optimization of employee performance. Corporate culture is a pattern of basic assumptions discovered, made, or developed by a particular group with the intention that the organization learns to overcome or overcome its problems arising from external adaptation and internal integration that has worked well enough. Therefore, it needs to be taught to new members as an appropriate way to understand, think, and feel this problem. A group of organizations themselves form an organizational culture to overcome future challenges (Insan & Masmarulan, 2021). This research is in line with and supports a previous study conducted by (Ellys & Ie 2020; Oupen & Yudana, 2020 Siwi, Tewel, & Trang, 2020), which states that organizational culture has a significant positive effect on employee performance. From these findings, it can be interpreted that the more appropriate the application of corporate culture values, the more employee performance will increase.

The third finding is the influence between leadership style and organizational culture simultaneously on optimizing employee performance, with $F_{\text{count}} > F_{\text{table}}$ ($49,088 > 3.16$); the third hypothesis is accepted, which means that there is a significant influence between leadership style and organizational culture on employee performance optimization. Leadership is a fundamental trait that a leader has in performance who carries out personal and group activities, thus shaping an action. Leadership is carried out by a leader who aims to direct, coordinate, and influence subordinates to work towards common goals. Leadership is a form of dominance based on personal ability, which encourages and invites others to do something to achieve common goals for teacher performance (Tania et al., 2021). Leadership is a series of structured activities in the form of the ability to influence the behavior or attitude of others in certain situations so that they are willing to work together to achieve common goals that have been set (Dwiparaniti et al., 2021). Organizational culture is a system of shared meaning adopted by members that distinguishes the

organization from other organizations (Lembang et al., 2015). Corporate culture is a pattern of basic assumptions found, made, or developed by certain groups with the intention that the organization learns to overcome or overcome its problems arising from external adaptation and internal integration that has gone well enough. Hence, it needs to be taught to new members to understand and feel this problem (Mulyana, 2021). This study aligns with previous research (Lompoliuw et al., 2021; Kesek et al., 2021; Rizal et al., 2021).

4. CONCLUSION

From the discussion results, the first hypothesis states that employee performance is influenced by leadership style, meaning that the more influential a leader's decision-making is, the more employee performance will increase. Likewise, the second hypothesis states that employee performance is influenced by organizational culture, meaning that the better the corporate culture, the more employee performance increases. The third hypothesis is that employee performance is influenced by leadership style and company culture simultaneously. This is included in the category of descriptive analysis results that often show qualified as an indicator analysis of cooperative attitudes in the company, and it is necessary to maintain harmonious relationships between employees so that the sense of togetherness between employees increases. Suggestions for future research need to add research variables such as work discipline, training, job satisfaction and others in order to find out what factors can affect the quality of work. This research is expected to make theoretical contributions to the literature in this context, certainly in Human Resource Management.

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