


Analysis of the influence of leadership style and organizational culture on employee performance of PT Sraya Dinamika Mandiri

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Article Info	ABSTRACT
Keywords: Leadership Style, Organizational Culture, Performance, Employees, Company	In order for a business to realize its organizational objectives, the best way to get there is for employees to perform well in their jobs. However, because it encompasses all of an organization's existing stakeholders, human resource management in any given company is not an easy task. In order for the goals of the company to be accomplished, it is necessary to have an appropriate organizational culture as well as an appropriate leadership style. The purpose of this study is to investigate the relationship between PT Sraya Dinamika Mandiri's organizational culture and leadership styles as they relate to employee performance. This research method is a quantitative descriptive method with a population of 48 participants with random sampling. The findings of the study indicate that there is a positive and significant relationship between leadership style and organizational culture in terms of the impact it has on organizational performance, both individually and jointly. With the findings in this study, top managers at PT Sraya Dinamika Mandiri are able to develop corporate policies that can preserve indicators of leadership style and organizational culture.
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INTRODUCTION

Because globalization and technology have accelerated natural selection, with only the fittest surviving, competition on a global scale will only increase as time goes on (Artaningsih, 2014). Businesses that can change with the times and provide customers with what they want will thrive in today's market (Yulianah, 2021). The creation of market value, in the form of products and services that are desirable to potential consumers, is a necessity for everyone from individuals to cities to countries (Fuad, 2006). As a result, the company is obligated to fix its flaws, particularly in the area of human resources (HR), which is pivotal to the company's autonomy (Rohida, 2018).

Companies can grow only as fast as their human resources allow them to do so. An organization's human resources are among its most valuable resources (Labola, 2019). Employees are the ones who put the company's policies into action, thus HR staff should be well-versed in those policies. All tiers of management must understand how crucial human resources are to the success of the business (Asaroh, 2012). No matter how

advanced a company's technology may be, nothing can replace the value of a well-trained, motivated human workforce. It is expected to take a proactive role as planners, implementers, and supervisors of all firm management activities, of course with the help of qualified human resources (Wicaksono, 2016).

Human resource or employee performance at a firm can be influenced by a variety of factors, including leadership style and organizational culture, which can effect employee behaviors in a company (Murtiningsih et al, 2017). As a result, in any institution or organization, an individual or leader who can influence employees and subordinates is required, have a clear vision, create good synergies, develop the existing organizational culture, motivate and empower employees and become the main mover to achieve goals. institutions or organizations effectively and efficiently (Effendi & Fitria, 2020).

Work that directly impacts the organization's strategic goals, its customers, and the economy as a whole is highly effective. What is done and how it is done constitute performance (Mogot et al, 2019). Employee performance can be enhanced through performance appraisals, which reveal how well a worker has performed according to predetermined objectives (Iskandar, 2018). Employees will be encouraged to put in extra effort after receiving constructive criticism from performance reviews, and managers will be better equipped to monitor workers' progress and correct any errors they could make (Kartika & Kaihatu, 2010). The organization will thrive with the help of its capable staff. If the company's people resources aren't performing well, then the company's high-tech equipment is useless (Prihantoro, 2015).

When it comes to managing people and getting them to do what has to be done, leadership style is a major factor (Batubara, 2020). To a considerable extent, a company's leadership is responsible for its level of performance. Each leader has their own unique approach to providing insight, inspiring pride in their team members, and encouraging respect and trust from those they oversee (Liyas, 2018). For an organization to be successful, it needs leaders who can look ahead to what is ahead while also seizing possibilities presented by the changes that are now underway (Satyawati & Suartana, 2014). The correct leadership style will inspire workers to work harder and more productively. Conversely, staff morale will suffer if the leader's approach to management is misaligned with the realities of the workplace (Yanoto, 2018).

Organizational culture, in addition to leadership style, can affect a business's ability to achieve its objectives. The central challenge for any business or organization is developing a company culture, or transforming a mediocre one into one that drives success (Hakim, 2016). Culture plays a significant role in shaping individuals' habits and routines. To rephrase, a company's culture is a crucial aspect in boosting individual and collective productivity. It is commonly believed that a company's success may be attributed to its culture, which, by inspiring its members to great lengths, should help the business achieve its objectives if managed properly (Pane & Astuti, 2009). Differences in the work culture of each employee, both superiors and subordinates and still do not understand the work culture that should be. When there are problems or it is felt that there are inappropriate work policies, employees can only hold back and express their inspiration to their fellow

employees. In the end what happens is that there is mutual indoctrination between personal opinions and the company's working conditions and there is no 2-way communication between subordinates and superiors, this is something that causes the existing work culture to be inappropriate (Suryadi, 2010).

PT Sraya Dinamika Mandiri, located on Gadung Island, East Jakarta, is a company engaged in the convection sector. The company still applies an authoritarian and directive leadership style, for example in making decisions the participation of employees is still very minimal. This affects employee performance because employee aspirations and complaints cannot be conveyed properly. There are several employees who do not work properly and correctly, which is allegedly due to the lack of instructions and guidance for leaders who are still not suitable and there are some employees who have a work culture that is not appropriate.

Based on a number of descriptions above, this research was appointed with the title of analyzing the influence of leadership style and organizational culture on employee performance at PT Sraya Dinamika Mandiri Pulo Gadung, East Jakarta. The problem identification is as follows:

1. Does leadership style affect employee performance
2. Does Organizational Culture affect employee performance
3. Do Leadership Style and Organizational Culture have a simultaneous effect on employee performance.

METHOD

In this study, a survey method with a quantitative approach was utilized. The purpose of this study is to explain the location of the variables that were investigated, as well as the link that exists between each variable and the others (Sugiyono, 2016). The participants in this research were all employees that worked at PT. Sraya Dinamika Mandiri Indonesia in Pulo Gadung, which is located in East Jakarta. There were a total of 48 people in this demographic. Despite the fact that there were only 48 participants in this study's sample, the researchers used a method called the saturated sample method. The technique of data collecting consisted of observation, questionnaires, investigations of existing literature, and documentation. The validity, reliability, and classical assumption tests were used in the testing of the instrument. The method for analyzing the data involves making use of the multiple linear regression test, the coefficient of determination, as well as the t test and the F test for hypothesis testing.

RESULTS AND DISCUSSION

Regression analysis was used for hypothesis testing. The results of multiple linear regression testing are as follows:

Table 1. Multiple Linear Regression Test Results
Coefficients ^a

Model	Unstandardized		Standardized	t	Sig.
	Coefficient	Std. error	Coefficient		
	b		Beta		
1. Constant	9.894	5.525		1.788	0.078
Leadership Style (X1)	.334	.160	.266	2.066	0.042
Organizational Culture (X2)	.384	.122	.409	3.164	0.001

a. Dependent Variable: employee performance

Source: Processed SPSS 26

Based on the table above, the following multiple regression equation is obtained:

$$Y = 9.894 + 0.334X1 + 0.384X2.$$

The interpretation of the regression equation is as follows: Assuming $X1 = 0.334$, we can say that a one-unit increase in the leadership style variable ($X1$) results in a 9.894 percent increase in employee performance (Y). Since $X2 = 0.384$, we know that an increase in the leadership style variable ($X2$) will lead to a rise in employee performance (Y) of 9.894 percentage points.

Table 2 Testing the f . test

f-table	f-count	Results
3.20	9.771	0.01

Source: Processed SPSS 26

Leadership style and organizational culture were both tested as potential confounding factors in the F test, which was used to assess their joint impact on employee productivity. The F value was compared to the F table to conduct the test. If the number of F's is more than the number in the F table. Because of this, it is considered to be quite influential. We can see that the calculated F is larger than the F table by comparing the two. Since the result is greater than 9,771, we may conclude that both the leadership style variable ($X1$) and the organizational culture variable ($X2$) have a positive and significant impact on employee performance (Y).

Table 3 t test results

Model	t-table	t-count	Results
Leadership Style (X1)	1.685	2.066	Take effect
Organizational Culture (X2)	1.685	3.164	Take effect

Source: Processed SPSS 26

Checking the Theories Multiple linear regression analysis with partial testing revealed that the leadership style variable ($X1$) had a t-count of $2.0680 > 1.685$ and a significance level of $0.044 < 0.05$, indicating that the null hypothesis (that leadership style has no effect on employee performance at PT Sraya Dinamika Mandiri) was rejected and the alternative hypothesis (that leadership style does have an effect) was accepted. In addition, we know

that the organizational culture variable (X2) obtained t count $3.164 > 1.685$ and a significance value of $0.001 < 0.05$ from our multiple linear regression analysis with partial testing, which means that H1 is accepted and H0 is rejected, or that organizational culture does have an effect on performance. The PT Sraya Dinamika Mandiri Staff.

Table 4 Testing the R^2 Test

R2 -	Percentage	Results
0.301	30.3%	Take effect

Source: Processed SPSS 26

Based on table 4 the value of R square shows 0.303 if it is converted into percentage to 30.3%. This means that the variables X1 and X2 are able to influence by 30.3% on variable Y while the remaining 69.7% is influenced by other variables outside of this study".

Discussion

1. The F test was undertaken to investigate the simultaneous effect of leadership style and organizational culture variables on employee performance. The examination was conducted by comparing the calculated F value to the F table. If F count is more than F table. Consequently, it is considered a substantial influence. According to the table above, the calculated F is greater than the F table. The results indicate that leadership style (X1) and organizational culture (X2) have a favorable and statistically significant influence on employee performance (Y). The findings of this study are consistent with the findings of Muhammad Syafei, Idqan Fahmi, and Aida Vitayala (2016), who found that leadership style and organizational culture are factors that influence the performance of PT. Pul Logistics Indonesia personnel.
2. Testing of hypotheses According to the results of multiple linear regression analysis with partial testing, the leadership style variable (X1) obtained t count $2.066 > 1.685$, which means H1 is accepted and H0 is rejected, or in other words, leadership style affects the performance of employees at PT Sraya Dinamika Mandiri. The findings of this study are consistent with the findings of Sasingelo et al. (2016), who found that leadership style and organizational culture influence employee performance at PT. Horiguchi Human Rays.
3. Results from a multiple linear regression analysis with partial testing reveal that the leadership style variable (X1) obtained t count $3.164 > 1.685$, indicating that the null hypothesis (H0) that there is no relationship between organizational culture and employee performance at PT Sraya Dinamika Mandiri is rejected and the alternative (H1) is accepted. These findings corroborate the findings of Sunarsi and Yuliani (2019), who found a favorable and partially significant link between organizational culture and the performance of employees at the Bank BTN Tangerang Branch Office.

CONCLUSION

Based on the results of the study, the authors have drawn the following conclusions: From the F test which gives the results $F_{count} > F_{table}$ ($9.771 > 3.20$) then H_1 is accepted, so it is stated that there is a positive and significant influence jointly between the variables of

leadership style and organizational culture on the performance of PT Sraya Dinamika Mandiri employees. The influence given by the leadership style variable is described by $t_{count} > t_{table}$ ($2,066 > 1,685$) so that it is stated that the partially positive and significant effect of leadership style on the performance of PT Sraya Dinamika Mandiri employees . The influence given by the organizational culture variable is described by $t_{count} > t_{table}$ ($3.164 > 1.685$) so that it is stated to have a positive and significant partial effect on organizational culture on the performance of PT Sraya Dinamika Mandiri employees.

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