

The Influence Of Leadership Style And Organizational Culture On Employee Performance At Sub Department Of Gulkarmat Sector 8 East Jakarta

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Abstract

The purpose of this study was to determine the effect of Leadership Style and Organizational Culture on Employee Performance. This research is a quantitative research that uses primary data in the form of questionnaires distributed to Sub Department of GULKARMAT Sector 8 East Jakarta employees. The population in this study were all employees in the Sub Department of GULKARMAT Sector 8 East Jakarta, totaling 74 people. Data analysis techniques using Multiple Linear Regression analysis. The results showed 1) Leadership style has a positive and significant effect on employee performance, 2) Organizational culture has a positive and significant effect on employee performance, 3) Leadership Style and Organizational Culture simultaneously have a positive and significant effect on employee performance.

Keywords: Leadership Style, Organizational Culture, Employee Performance

Introduction

The Human Resources department encompasses all individuals who contribute to the functioning of the organization. The significance of human resources stems from their governance over an organization's capital, technology, and financial assets. There are several negative factors that can potentially diminish employee performance. These include a decrease in employees' motivation to achieve work performance, instances of tardiness in completing tasks resulting in non-compliance with established rules, external influences from the work environment, colleagues who also exhibit reduced enthusiasm, and a lack of exemplary models that could serve as references for achieving optimal work performance. The utilization of leadership style and organizational culture can be employed as strategic tools to enhance performance.

Leadership is a social fact that cannot be avoided to regulate the relationship between individuals who are members of an organization or agency. Hersey and Blanchard say that a leader is someone who can influence other people or groups to perform maximum performance that has been determined in accordance with organizational goals (Chaniago, 2017). In reality, not all leaders behave well or are able to create a conducive and family-like work climate or atmosphere, many leaders are found in their leadership to be selfish, unwilling to be cooperative, unwilling to sacrifice and unwilling to provide encouragement to encourage employees. The study conducted by Santosa & Syarifuddin (2021) showed that the leadership style variable has a positive and significant effect on performance.

Culture in the workplace can also be thought of as a shared set of values and norms that employees learn and pass on to one another as a means of dealing with the challenges of adapting to both external and internal environmental influences. Culture in the workplace, as defined by Schein (Sasingkelo et al., 2016), is the shared norms and practices that guide how people inside an organization behave and how they approach problems. Kayoi et al. (2021) research found that organizational culture characteristics influenced worker productivity in a beneficial way. Studies conducted by Kayoi et al. (2021) the results showed that organizational culture variables had a positive and significant effect on employee performance.

The East Jakarta Fire and Rescue Department or commonly abbreviated as GULKARMAT is a local government implementing agency that is given the responsibility of carrying out the tasks of handling fire problems, starting from fire prevention, firefighting, to saving lives from the threat of fire and other natural disasters.

Initial observations that have been made by the author are that the leader at the Sub Department of GULKARMAT Sector 8 East Jakarta has good communication skills so as to create an atmosphere of intimacy and kinship between its members. The results of interviews conducted with several employees of the Sub Department of GULKARMAT Sector 8 East Jakarta said that they felt close to their leaders, but some employees

often complained about the attitude of leaders who were considered less assertive in imposing sanctions on undisciplined employees. One of the organizational cultures in the Sub Department of GULKARMAT Sector 8 East Jakarta is the exemplary attitude of a leader who is eventually imitated by his subordinates and becomes a culture in the organization, such as the leader's habit of creating a culture of kinship and familiarity which in turn employees follow the culture of kinship and familiarity.

There is a research gap pertaining to the inconclusive findings of the study conducted by Pratikto (2020), which posits that the impact of leadership style and organizational culture on employee performance is not statistically significant. In contrast, the study conducted by Sagala and Sipahutar (2022) posits that there is a favorable correlation between leadership style, organizational culture, and employee performance.

Based on the explanation that has been stated, in this study the authors want to test whether employee performance at the GULKARMAT Sector 8 East Jakarta Sub-Department has a relationship with leadership style and organizational culture. Therefore, the authors are interested in conducting research with the title THE EFFECT OF LEADERSHIP STYLE AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE AT SUB DEPARTMENT OF GULKARMAT SECTOR 8 EAST JAKARTA.

Method

This study use a quantitative methodology, specifically a causal research design, to examine the causal relationships between variables and validate the research hypothesis. The study encompassed the whole employee population at the Sub Department of GULKARMAT Sector 8 East Jakarta. The research instrument used to collect data was a questionnaire prepared on a Likert scale of 1-5. The data from this study were subjected to analysis utilizing the methods of multiple linear regression analysis. In the initial stage, the data underwent assessment to determine its validity and reliability. Next, a standard assumption test is conducted, encompassing assessments of normality, multicollinearity, and heteroscedasticity. This study examines two distinct independent factors, specifically leadership style and corporate culture, alongside one dependent variable, namely employee performance.

Result

In this section, it will be described from the data of each information regarding the respondent's identity, starting from age, latest education and length of work, in a descriptive form that will display the characteristics of the sample used in this study.

Table 1 Respondent's Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 - 30 Tahun	10	13.5	13.5	13.5
	31 - 40 Tahun	30	40.5	40.5	54.1
	41 - 50 Tahun	25	33.8	33.8	87.8
	> 50 Tahun	9	12.2	12.2	100.0
	Total	74	100.0	100.0	

Source: Data processed in SPSS, 2023

Based on the table above, it shows that respondents aged 20-30 years were 10 people (13.5%), aged 31-40 years were 30 people (40.5%), aged 41-50 years were 25 people (33.8%), and aged over 50 years were 9 people (12.2%), bringing the total to 74 people (100%).

Table 2 Latest Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SMA/SMK	40	54.1	54.1	54.1
	Diploma	2	2.7	2.7	56.8
	S1/S2/S3	32	43.2	43.2	100.0
	Total	74	100.0	100.0	

Source: Data processed in SPSS, 2023

Based on the table above, it shows data on the last education of respondents, including SMA / SMK as many as 40 people (54.1%), Diploma as many as 2 people (2.7%), and S1 / S2 / S3 as many as 32 people (43.2%), bringing the total to 74 people (100%).

Table 3 Length of Work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 5 Tahun	2	2.7	2.7	2.7
	5 - 10 Tahun	47	63.5	63.5	66.2
	11 - 15 Tahun	22	29.7	29.7	95.9
	> 15 Tahun	3	4.1	4.1	100.0
	Total	74	100.0	100.0	

Source: Data processed in SPSS, 2023

Based on the table above, it shows that respondents who have worked for < 5 years are 2 people (2.7%), working for 5 - 10 years are 47 people (63.5%), working for 11 - 15 years are 22 people (29.7%), and working for > 15 years are 3 people (4.1%), bringing the total to 74 people (100%).

Table 4 Validity Test

Variable	Statements	r counts	r table	Description
Leadership Style	X1.1	0.502	0,228	Valid
	X1.2	0.638		Valid
	X1.3	0.414		Valid
	X1.4	0.518		Valid
	X1.5	0.455		Valid
	X1.6	0.422		Valid
	X1.7	0.511		Valid
	X1.8	0.589		Valid
	X1.9	0.545		Valid

	X1.10	0.526		Valid
	X1.11	0.422		Valid
	X1.12	0.527		Valid
	X1.13	0.568		Valid
	X1.14	0.588		Valid
	X1.15	0.598		Valid
	X2.1	0.460		Valid
	X2.2	0.567		Valid
	X2.3	0.540		Valid
	X2.4	0.540		Valid
	X2.5	0.403		Valid
	X2.6	0.405		Valid
	X2.7	0.511		Valid
	X2.8	0.540		Valid
	X2.9	0.548		Valid
	X2.10	0.478		Valid
Organizational Culture	X2.11	0.498	0,228	Valid
	X2.12	0.460		Valid
	X2.13	0.407		Valid
	X2.14	0.405		Valid
	X2.15	0.531		Valid
	X2.16	0.433		Valid
	X2.17	0.470		Valid
	X2.18	0.481		Valid
	X2.19	0.509		Valid
	X2.20	0.518		Valid
	X2.21	0.519		Valid
	Y.1	0.437		Valid
	Y.2	0.421		Valid
	Y.3	0.457		Valid
	Y.4	0.419		Valid
	Y.5	0.476		Valid
Performance	Y.6	0.568	0,228	Valid
	Y.7	0.413		Valid
	Y.8	0.504		Valid
	Y.9	0.601		Valid
	Y.10	0.432		Valid
	Y.11	0.576		Valid
	Y.12	0.548		Valid

Y.13	0.622	Valid
Y.14	0.557	Valid
Y.15	0.555	Valid
Y.16	0.421	Valid
Y.17	0.503	Valid
Y.18	0.576	Valid

Source: Data processed in SPSS, 2023

Based on the table above, it can be seen that all items of the research variable have $r_{count} > r_{table}$, namely at a significant level of 5% ($\alpha = 0.05$), it can be seen that the r_{count} of each item is greater than 0.228 so that it can be seen that all items of this variable are valid.

Table 5 Reliability Test

Variable	Cronbach's Alpha	Keterangan
Leadership Style (X1)	0,800	Reliable
Organizational Culture (X2)	0,827	Reliable
Performance (Y)	0,814	Reliable

Source: Data processed in SPSS, 2023

Based on the reliability test results above, it shows that the three variables have a Cronbach's Alpha value greater than or > 0.60 , for the Leadership Style variable (X1) with a value of 0.800, the Organizational Culture variable (X2) with a value of 0.827, and the Performance variable (Y) with a value of 0.814, which means it shows that the three variables of this study are declared reliable.

Table 6 Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		74
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.37156459
Most Extreme Differences	Absolute	.079
	Positive	.079
	Negative	-.048
Test Statistic		.079
Asymp. Sig. (2-tailed)		.200 ^{e,d}

Source: Data processed in SPSS, 2023

Based on the table above, it can be seen that the Asymp. Sig. (2-Tailed) of 0.200 > 0.05 , it can be stated that the data from the three variables that have been tested are normally distributed. The normal probability plot graph can be seen in the following figure:

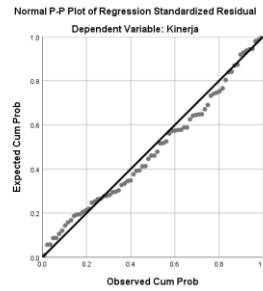


Figure 1 Normal Plot Chart

It is clear from the normal probability plot graph shown above that the data used in this study are normally distributed because the points on the graph are spread around the diagonal line and the distribution follows the diagonal line.

Table 7 Multicollinearity Test

Model		Coefficients ^a					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	23.702	8.166		2.902	.005		
	Gaya Kepemimpinan	.032	.099	.032	.319	.750	.880	1.136
	Budaya Organisasi	.544	.091	.597	5.948	.000	.880	1.136

a. Dependent Variable: Kinerja

Source: Data processed in SPSS, 2023

Based on the table above, it is known that the VIF value of the Leadership Style variable (X1) and the Organizational Culture variable (X2) is $1.136 < 10$ and the tolerance value is $0.880 > 0.1$, so the data does not occur multicollinearity.

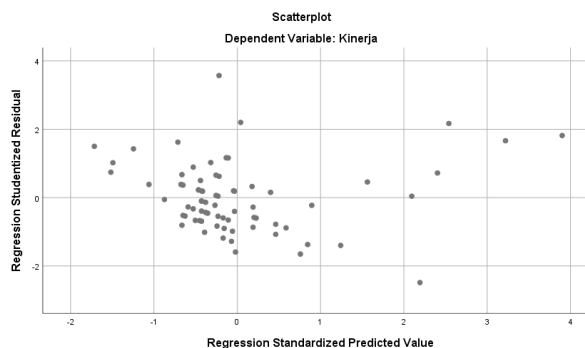


Figure 2 Scatterplot Chart

Upon observation of the Scatterplot Graph depicted above, it is evident that the data points exhibit a random distribution, occupying positions both above and below the zero mark on the Y axis. Based on the analysis conducted, it can be inferred that there is an absence of heteroscedasticity symptoms inside the utilized regression model.

Table 8 Multiple Linear Regression Analysis

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	23.702	8.166		2.902	.005
	Gaya Kepemimpinan	.032	.099	.032	.319	.750
	Budaya Organisasi	.544	.091	.597	5.948	.000

a. Dependent Variable: Kinerja

Source: Data processed in SPSS, 2023

Based on the data in the table above, the multiple linear regression equation is obtained as follows: $Y = 23.702 + 0.032 X_1 + 0.544 X_2$. From this equation it can be concluded that:

- The constant value of 23.702 is a state when the Performance variable (Y) has not been influenced by the Leadership Style (X1) and Organizational Culture (X2) variables..
- The regression coefficient value of Leadership Style (X1) of 0.032 (Positive) means that if the Leadership Style variable (X1) increases by 1 unit assuming the Organizational Culture variable (X2) is constant, then Performance (Y) will increase by 0.032 units..
- The regression coefficient value of Organizational Culture (X2) of 0.544 (Positive) means that if the Organizational Culture variable (X2) increases by 1 unit assuming the Leadership Style variable (X1) is constant, then Performance (Y) will increase by 0.544 units..

Table 9 Leadership Style t-test analysis

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	57.708	7.087		8.143	.000
	Gaya Kepemimpinan	.236	.113	.239	2.084	.041

a. Dependent Variable: Kinerja

Source: Data processed in SPSS, 2023

Based on the table of t test results (partial) above, it shows that the significance value of the effect of Leadership Style (X1) on Performance (Y) is $0.041 < 0.05$ and the value of t count $2.084 > t$ table value 1.994, then H_0 is rejected and H_a is accepted. This means that there is a significant influence of leadership style on performance.

Table 10 Organizational Culture t-Test Analysis

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	24.813	7.342		3.380	.001
	Budaya Organisasi	.554	.085	.608	6.497	.000

a. Dependent Variable: Kinerja

Source: Data processed in SPSS, 2023

Based on the table of t test results (partial) above, it shows that the significance value of the effect of Organizational Culture (X2) on Performance (Y) is $0.000 < 0.05$ and the calculated t value is $6.497 > t$ table value 1.994, then H_02 is rejected and H_a2 is accepted. This means that there is a significant effect of organizational culture on performance.

Table 11 F-Test Analysis

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	488.460	2	244.230	20.896	.000 ^b
	Residual	829.824	71	11.688		
	Total	1318.284	73			

a. Dependent Variable: Kinerja

b. Predictors: (Constant), Budaya Organisasi, Gaya Kepemimpinan

Source: Data processed in SPSS, 2023

Based on the table of f test results above, it shows that the significance value of the effect of Leadership Style (X1) and Organizational Culture (X2) on Performance (Y) is $0.000 < 0.05$ and the value of f count $20.896 > f$ table value 3.13, then H_03 is rejected and H_a3 is accepted. This means that there is a significant effect of leadership style and organizational culture simultaneously on performance.

Table 12 Determination Coefficient Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.609 ^a	.371	.353	3.419

a. Predictors: (Constant), Budaya Organisasi, Gaya Kepemimpinan

Source: Data processed in SPSS, 2023

Based on the table above, it is influenced by the R Square (R²) coefficient value of 0.371 or 37.1%. So it can be concluded that the influence of the Leadership Style and Organizational Culture variables on performance is 0.371 (37.1%) and the remaining 0.629 (62.9%) is influenced by other factors outside of this discussion.

The following are the results of respondents' perceptions of Leadership Style (X1) and Organizational Culture (X2) on Performance (Y), as follows:

1. Effect of Leadership Style (X1) on Performance (Y)

Based on the table of t test results (partial) that has been done, it is known that the significance value of the effect of Leadership Style (X1) on Performance (Y) is $0.041 < 0.05$ and the t value is $2.084 > t$ table value 1.994, then H_01 is rejected and H_a1 is accepted. This means that there is a positive and significant effect of leadership style on performance. Then the results of this study are in line with research conducted by Sagala & Sipahutar (2022) with the results of the study showing that the Leadership Style variable has a positive and significant effect on Performance.

2. Effect of Organizational Culture (X2) on Performance (Y)

Based on the table of t test results (partial) that has been done, it is known that the significance value of the effect of Organizational Culture (X2) on Performance (Y) is $0.000 < 0.05$ and the calculated t value is $6.497 > t$ table value 1.994, then H_02 is rejected and H_a2 is accepted. This means that there is a positive and significant effect of organizational culture on performance. Then the results of this study are in line with research conducted by Rahayu & Cantika (2022) with the results of the study showing that the organizational culture variable (X2) has a positive and significant effect on employee performance (Y).

3. Effect of Leadership Style (X1) and Organizational Culture (X2) on Performance (Y)

Based on the table of f test results that have been carried out, it is known that the significance value of the effect of Leadership Style (X1) and Organizational Culture (X2) on Performance (Y) is $0.000 < 0.05$ and the value of f count $20.896 > f$ table value 3.13, then H_0 is rejected and H_a is accepted. This means that simultaneously there is a positive and significant effect of leadership style and organizational culture on performance. The test results are also supported by the coefficient of determination (R^2) of 0.371 or 37.1%. Then the results of this study are in line with research conducted by Dhasa Eka (2019) with the results of the study showing that the variables of Leadership Style (X1) and Organizational Culture (X2) simultaneously have a positive and significant effect on Employee performance (Y).

Conclusion

Based on the findings and subsequent discourse presented in the preceding chapter, the following conclusions can be drawn: 1) Leadership style has a positive and significant effect on employee performance at the Sub Department of GULKARMAT Sector 8 East Jakarta. This is due to the leader Sub Department of GULKARMAT Sector 8 East Jakarta who always appreciates and praises subordinates who have good performance and can create a good family atmosphere in the organization so that employees experience a sense of comfort and always seek to enhance their overall performance. 2) Organizational culture has a positive and significant effect on employee performance at the Sub Department of GULKARMAT Sector 8 East Jakarta. This is due to the organizational culture in the Sub Department of GULKARMAT Sector 8 East Jakarta which encourages employees to become compact and reliable individuals in carrying out every job so that employees are accustomed to completing work properly and accurately. 3) Leadership style and organizational culture have a positive and significant effect on employee performance at the Sub Department of GULKARMAT Sector 8 East Jakarta. This is due to the synergy between leadership style and organizational culture in the Sub Department of GULKARMAT Sector 8 East Jakarta which has an impact on the performance of its employees.

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