

# ANALYSIS The influence of the style of leadership and organizational culture on employee performance at Sarana Lintas company in Surabaya

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**ANALYSIS THE INFLUENCE OF THE STYLE OF LEADERSHIP AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE AT SARANA LINTAS COMPANY IN SURABAYA**

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**ABSTRACT**

The purpose of present research was to assess the impact of the style of leadership and organizational culture on employee performance at the Sarana Lintas Company in Surabaya. The method used in this research is quantitative and explanatory survey methods. In present research, population was the entire staff employees with a total 120 people in Sarana Lintas Company and a random sample of 55 people was taken. Several linear regression analysis techniques are used as the data analysis technique in present research. The findings of present research show that the leadership style variable (X1) obtained a coefficient of 0.410, t-count 3.148, also a significance value of 0.003, while organizational culture variable (X2) obtained a coefficient of 0.532, t-count was 4.107, and a meaning value of 0.000, and a leadership style variable (X1) and a cultural organization (X2) obtained a count value F of 64.967 and a meaning value of 0.000. The present research concludes that there is a meaningful and positive impact on the style of leadership and organizational culture variables on employee performance at the company.

**Keywords:** Leadership Style, Organizational Culture, Employee Performance

**PRELIMINARY**

In the era of globalization, company competition is getting higher and more complex so that every company is required to improve things related to each company and be more responsive to survive and continue to grow. things that must be improved are good in all aspects, especially in human resources. (Mahrizal, 2019)

The performance of human resources or employees in a company can be influenced by various factors, including the style of leadership and organizational culture. Where the style of leadership and organizational culture can influence behavior of employees in a company. (Utomo et al., 2018)

Performance is a function of the worker's ability to accept job objectives. The level of achievement of objectives and the interaction between objectives and capacities of workers according to Gorden in Nawawi (2006: 63). With this definition, it can be said that employees play an important role in carrying out all company activities to grow and develop to maintain the survival of the company. (Herlambang & Suwandana, 2020)

Efforts to improve employee performance in addition to internal control, leadership styles also need to be considered. A good leadership style is a leadership style that can provide a working motivation for subordinates. Widyatmini and Hakim (2008: 169) say that a leader must wear out various skills, experiences, personalities, and motivations of each individual he dreams of. (ROSYA & TABRONI, 2020)

Besides the leadership style, the success of an organization or company in achieving its goals can also be influenced by the organizational culture. Schein (1992: 12) states organizational culture seems to be an archetype adopted by organizations to work and resolve issues, to educate employees and staff who can adapt to the environment as well as to integrate members of the organization. (Roni & Martyah, 2021)

Employees who have understood the organizational values can make certain principles the identity of the organization. These principles and ideals will indeed be translated through day-to-day actions at work, as then individual success will be accomplished and the good performance of each individual will result in good organizational performance or employees.

## LITERATURE REVIEW

### Definition of Leadership

Leadership seems to be a scientific discipline of the natural sciences whose concepts and formulations are useful in improving human welfare. As a first step to studying and understanding everything related to aspects of leadership and its problems, it is necessary to first understand the meaning or understanding of leadership through various perspectives

Arep & Tanjung (2002: 235) explain that leadership is the capacity of a person to dominate or influence other people or different communities towards achieving certain objectives. Robbins (2006: 432) Indicates that leadership seems to be the power to control communities towards achieving goals. (Rahmi, 2019)

Kartono (2005: 153) stipulates that <sup>15</sup> leadership is the ability to provide constructive influence on others to make cooperative efforts to achieve the planned objectives. (Nova, 2018)

Based on the definitions above, it can be concluded that leadership is a person of the person ability to Influence others to achieve goals to be achieved.

### **Definition of Leadership Style**

The leader has characteristics, habits, and character as well as a distinctive personality. From his behavior and style can distinguish him from other people. Style, of necessity, will still be required to shape a person's actions and personality in a style of leader either leadership.

Tjiptono (2006: 161) Style of leadership is a combination that leaders interact towards certain employees. In the meantime, some ideas indicates that a model of actions (statements and deeds) of a chief felt by others as a style of leadership is (Hersey, 2004: 29).(Nantu & Rumokoy, 2018)

Leadership style seems to be action either method selected and utilized by the leader to influence views, emotions, beliefs, and actions of a certain employees of associations' member (Nawawi, 2003: 115). (Benua et al., 2019)

Leadership styles can be mentioned including the following: Authoritarian, democratic, delegative, bureaucratic, Laissez Faire, authoritarian, charismatic, diplomatic, moralist, administrative, analytical, assertive, entrepreneurial, visionary, situational, militaristic leadership styles. (Utaminingsih, 2014)

### **Understanding Organizational Culture**

In everyday people's lives, it is inseparable cultural links have been established. Cultural relations shall be formed by the group concerned, whether in the household, the association, the company or the country. Culture differentiates people from others in the way they interact and act to complete a work. Culture links members of Community groups in a unified vision that creates uniform behavior or action. Over time, culture must be trained in the organization and its benefits can also be felt as a contribution to the success of the associations as a whole.

Ivancevich (2006: 44) defines this organizational culture as what employees perceive and how perception creates a Robbins model (2002: 247) that indicates that culture of organizational is a common understanding embraced by the organizational members. (Sutrisno, 2019)

Schein (1992: 12) states organizational culture seems to be an archetype adopted by organizations to work and resolve issues, to educate employees and staff who can adapt to the environment as well as to integrate members of the organization. According to Peter. F Drucker in Tika (2006: 4) Organizational culture is the main resolution of external and internal problems in a coherent manner by a group which is then transmitted to new members appropriately to understand, to think, and feel problems. Resolved problems. (Sutrisno, 2019)

Based on the definition, it can be concluded that organizational culture is a fundamental principle of an organization. This includes various values, beliefs, standards, and behaviors adopted by the organization and become the characteristics of the organization.

#### **Definition of Employee Performance**

According to Robbins (2007: 9) that "employee The performance (professional execution) is a product of quality service also quantity obtained by a staff in the performance of his or her duties regarding the responsibilities assigned to him or her.. (Budihardjo, 2015)

According to Malayu Sp Hasibuan (2006: 94), "Performance is the work done by an individual in performing the duties delegated to him according to the competence, experience, sincerity and time. (Budihardjo, 2015)

Depending on the success of any of the above opinions, performance seems to be a measurement of the duties done by employees towards predefined criteria. Performance often indicates the features provided by an individual, including both quantity and quality, in an association that follows on from the requirements assigned to it.

### **RESEARCH METHODS**

In present research, quantitative and explanatory survey methods are utilized as method. The explanatory method is used to predict and explain the relationship or effect of one variable to another(Sugiyono, 2016). This method presents facts that are supported by distributing questionnaires to respondents and understanding the literature. In present research, population was the entire employees of the staff of the Sarana Lintas Company,

totaling 120 people and a random sample of 55 people was taken. The data collection technique used a questionnaire and was processed using SPSS software. Several linear regression analysis techniques are used as the data analysis technique in this present research.

### **RESULTS AND DISCUSSION**

The data of this research were obtained from the results of distributing questionnaires of 120 copies and using 3 variables in 11 question items. This study uses 3 research variables with 2 independent variables and one dependent variable. The independent variable consists of the Leadership Style ( $X_1$ ) and Work Culture ( $X_2$ ), while the dependent variable consists of employees' performance ( $Y$ ).

For the leadership style variable ( $X_1$ ), it was found that of the 55 respondents who gave responses about the statement "Leaders are happy to accept criticism, suggestions, and opinions from subordinates", there were no respondents who strongly disagreed and disagreed, 8 respondents (14,5 %) expressed doubt, 38 respondents (69.1%) agreed and 9 respondents (16.4%) strongly agreed. So it can be said that most respondents considered agreeing that the leader was happy to receive criticism, suggestions, and opinions from subordinates.

Of the 55 respondents who gave responses about the statement "Leaders give freedom to subordinates to make improvements if subordinates make mistakes", there were no respondents who strongly disagreed and disagreed, 6 respondents (10.9%) expressed doubt, 33 respondents (60%) agreed and 16 respondents (29.1%) strongly agreed. So it can be said that most of the respondents considered agreeing about the leader's statement giving freedom to subordinates to make improvements if subordinates made mistakes.

Of the 55 respondents who gave responses about the statement "Leaders give freedom to employees to cooperate with other employees of their choosing", there were no respondents who strongly disagreed and disagreed, 6 respondents (10.9%) expressed doubt, 41 respondents (74.5%) agreed and 8 respondents (14.5%) strongly agreed. So it can be said that most of the respondents considered agreeing that the leader's statement gave employees the freedom to cooperate with other employees they chose.

For the organizational culture variable (X2), it was found that out of 55 respondents who gave their responses about the statement "Employees trust each other with co-workers", there were no respondents who strongly disagreed and disagreed, 7 respondents (12.7%) stated doubt, 38 respondents (69.1%) agreed and 10 respondents (18.2%) strongly agreed. So it can be said that most of the respondents considered agreeing about the statements of employees trusting each other with their colleagues.

Of the 55 respondents who gave responses regarding the statement "Companies give awards to employees related to work performance", there were no respondents who strongly disagreed and disagreed, 7 respondents (12.7%) expressed doubt, 34 respondents (61.8%) agreed and 14 respondents (25.5%) strongly agreed. So it can be said that most respondents considered agreeing about the company's statement of giving awards to employees regarding work performance.

Of the 55 respondents who gave responses regarding the statement "Management always pays attention to employees", there were no respondents who strongly disagreed and disagreed, 7 respondents (12.7%) expressed doubt, 36 respondents (65.5%) agreed and 12 respondents (21.8%) strongly agreed. So it can be said that most of the respondents considered agreeing that management always pays attention to employees.

Of the 55 respondents who gave responses about the statement "New employees only need a few days to adjust", there were no respondents who strongly disagreed and disagreed, 8 respondents (14.5%) expressed doubt, 42 respondents (76.5%) agreed and 5 respondents (9.1%) strongly agreed. So it can be said that most respondents considered agreeing that the new employee only took a few days to adjust.

For the employee performance variable (Y), it was found that out of 55 respondents who gave responses about the statement "The work quality of the employees of this company is better than those of other companies", there were no respondents who strongly disagreed and disagreed, 6 respondents (10.9%) expressed doubt, 38 respondents (69.1%) agreed and 11 respondents (20%) strongly agreed. So it can be said that most of the respondents considered agreeing that the work quality statement of the employees of this company was better than the employees of other companies.

Of the 55 respondents who gave responses about the statement that the quantity of work of the employees of this company is better than the employees of other companies ", there were no respondents who strongly disagreed and disagreed, 8 respondents (14.5%) expressed doubt, 38 respondents (69, 1%) agreed and 9 respondents (16.4%) strongly agreed. So it can be said that most of the respondents agreed that the quantity of work of this company's employees was better than the employees of other companies.

Of the 55 respondents who gave responses about the statement "Accuracy of employees in doing good work", there were no respondents who strongly disagreed and disagreed, 9 respondents (16.4%) expressed doubt, 35 respondents (63.6%) agreed, and 11 respondents (20%) strongly agreed. So it can be said that most of the respondents considered agreeing about the statement of the accuracy of employees in doing good work.

Of the 55 respondents who gave responses about the statement "In carrying out their work, employees work together as a team", there were no respondents who strongly disagreed and disagreed, 3 respondents (5.5%) expressed doubt, 38 respondents (69, 1%) agreed and 14 respondents (25.5%) strongly agreed. So it can be said that most of the respondents considered agreeing about the statement in carrying out their work, employees work together as a team

Table 1 shows the results of the validity test through the SPSS 21 program by comparing the Pearson Correlation (product-moment correlation) value with the R-table value using the 95% confidence level,  $\alpha = 5\%$  and  $n = 55$ , the results for the R-table are 0.266. Based on the table of validity test results above, it is known that all the question items in this study are valid, which is indicated by the value of each question item having a positive Pearson Correlation value and greater than the R table value (0.266).

Table 2 shows the results of the reliability test using the Cronbach alpha method and the instrument is declared reliable if the alpha value of Cronbach reaches at least 0.6 (Nurbyantoro, 2000). Due to the findings of reliability test in above table, it has been showed that value of reliability of each variable performed is significantly higher than 0.6, which means that the instrument used is reliable.



Table 3 shows the influence between the Leadership Style and the Organizational Culture on Employee Performance in Sarana Lintas Company in Surabaya is used multiple linear regression analyzes, where the style of leadership (X1) either the Organizational culture (X2) as independent variable, while the dependent variable is the performance of employee (Y). Among the results of the correlation test performed, it was found that the correlation value (R) was 0.845 which was significant at  $\alpha = 0.05$ . It indicates that there is a highly significant and important correlation between leadership style variables and organizational culture with employee performance.

Table 4 shows that the t count for the leadership style variable (X1) is greater than the t table, namely  $3.148 > 2.007$  and a significance value of  $0.003 < \alpha 0.05$ . So, the style of leadership variable seems to have a positively significant influence on (Y) employee performance. The t count for the variable (X2), organizational culture, is significantly higher than the t table, namely  $4.107 > 2.007$  and a significance value of  $0.000 < \alpha 0.05$ . So, the variable of organizational culture seems to have a positively significant influence on employee performance (Y).

From above test results, it can be concluded that the variable with the most influential effect on the performance of employees at Sarana Lintas in Surabaya is the variable of the organizational culture with the highest value T (4.107) and the smallest value of meaning. (0.000).

Table 5 shows that F count is greater than F table, which is  $64.967 > 3.175$ . So, the variable style of leadership (X1) either organizational culture (X2) get a positively significant influence on employee performance (Y) simultaneously.

## CONCLUSION

A conclusion in present research is that there is a positively significant impact on leadership style and the organizational culture variables on the performance of employees at the company which can be seen that the leadership style variable (X1) obtained a coefficient of 0.410, t-count 3.148 either a significance value of 0.003, while organizational culture variable (X2) obtained A coefficient of 0.532, T-account was 4.107 and a meaning value of 0.000, and a variable of leadership style (X1) and culture organization (X2) obtained an F-counting of 64,967 and a value of the meaning of 0.000.

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## GRAPHICS AND TABLES

**Table 1: Validity Test Results**

Variable	Item	Correlation Value (r count)	r table ( $\alpha = 5\%$ )	Testing	Information
X1 (Style leadership)	X1.1	0.486	0.266	r count > r table	Valid
	X1.2	0.538			Valid
	X1.3	0.420			Valid
X2 (Culture organization)	X2.1	0.539	0.266	r count > r table	Valid
	X2.2	0.770			Valid
	X2.3	0.514			Valid
	X2.4	0.552			Valid
Y (Performance employees)	Y.1	0.702	0.266	t count > t table	Valid
	Y.2	0.723			Valid
	Y.3	0.613			Valid
	Y.4	0.665			Valid

Source: Primary data processed

**Table 2: Reliability Test Results**

Variable	Alpha Cronbach	Information
X1	0.666	Reliable
X2	0.782	Reliable
Y	0.840	Reliable

Source: Primary data processed

**Table 3: Multiple Linear Regression Test Results**

Coefficients a

	Unstandardized Coefficients	Standardized Coefficients		

Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	.254	.339		.49	.457
	X1	.410	.130	.386	3,148	.003
	X2	.532	.130	.504	4,107	.000

a. Dependent Variable: Y

Source: primary data processed

**Table 4: t-test results and significance**

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.254	.339		.749	.457		
	X1	.410	.130	.386	3.148	.003	.365	2.742
	X2	.532	.130	.504	4.107	.000	.365	2.742

a. Dependent Variable: Y

Source: primary data processed

**Table 5: F Test and Significance**

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.233	2	4.116	64.967	.000 <sup>a</sup>
	Residual	3.295	52	.063		
	Total	11.527	54			

a. Predictors: (Constant), X2, X1 b. Dependent Variable: Y

Source: primary data processed

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