

The Effect of Leadership Style and Organizational Culture on Employee Performance at PT. Telkom Witel Aceh

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Abstract

This research was motivated by the problem of employee performance level of PT. Telkom Witel Aceh which has not been in accordance with the company's expectations in the period 2018 and 2019. The purpose of this study is to know and analyze the influence of Leadership Style and Organizational Culture on Employee Performance at PT. Telkom Witel Aceh both partially and simultaneously. This research uses quantitative methods of descriptive and causal research types. Sampling using non probability sampling method type Saturated Sampling, the number of respondents as many as 50 people. Analysis techniques using descriptive analysis and multiple linear regression analysis. The results showed that leadership styles are in a strong category, organizational culture is in a very strong category and employee performance is in a very high category. The results of the regression analysis showed that the leadership style and culture of the organization simultaneously had a significant impact on employee performance. 84.6%, the remaining 15.4% was influenced by other variables not studied in this study. Partial leadership style and organizational culture significantly affected employee performance by 39.6% and 72.7% respectively.

Keywords

Organizational culture, leadership, business administration, human resource management

1. Introduction

In the current era of globalization, every company is required to always improve competitive advantages in order to win global competition. One strategy Organizations that can increase the company's competitive advantages are human resources strategy (HR management) that supports the company's goals. Management HR that is in line with organizational strategy can improve HR performance and performance company. Therefore, employees as one of the company's resources have important role for every company in achieving its goals. [4] employee performance is the result of work in quality and quantity achieved by an employee in a carry out their duties in accordance with the responsibilities assigned to them.

One company that evaluates employee performance on a regular basis is PT. Telkom Indonesia Tbk. As a global scale company, PT Telkom applies human resources strategy as part of the company's strategy. As part of PT. Telecommunications Indonesia, PT Telkom Witel Aceh always prepares the best talents for Indonesia. This is evidence of the contribution of PT. Telkom Indonesia Tbk for Indonesia. This is supported by a fairly strict recruitment process carried out by PT.Telkom Indonesia Tbk in order to get employees who have superior quality and be responsible for each task.

PT. Telkom Witel Aceh which is part of PT. Indonesian Telecommunications that operates in the telecommunications sector in the Aceh region. Employee performance demands increasing numbers and the development of human

resource competencies that have role to be able to continue to compete with all telecommunications companies that are increasingly time is increasing. In addition, the implementation of an employee performance appraisal system PT. Witel Aceh telecommunication is enough to make employees and superiors know how far where is the performance of existing employees. Individual Work Value (NKI) is based on implementation work goals and work standards set. PT Telkom Witel employee performance data Aceh in 2018 & 2019 is presented in Table 1.

Table 1. Employee Performance Value Recapitulation 2018 & 2019

No.	Categori	Employee Performance Value	
		2018	2019
		%	%
1	P1	2%	0%
2	P2	3%	16%
3	P3	84%	72%
4	P4	11%	12%
Amount		100%	100%

Source : HR PT Telkom Witel Aceh

Based on Table 1, it can be seen that in 2018 there were 2% of employees who performs beyond the company's target, namely performing in the P1 category. Whereas in 2019 there was a decrease in the absence of employees who received in the P1 category, this is a challenge for the management of PT. Telkom Witel Aceh for improve employee performance or individual performance to be able to perform in the P1 category. In 2019 there was an increase of 16% of employees who performed according to target the company is in the P2 category compared to 2018.

Based on the results of interviews conducted by researchers with Mr. Tarmizi as HR manager, it is stated that the company targets employee performance at a minimum category P2. Most employees in 2019 experienced a decline in performance in the P3 category, which is 84% of the total number of employees compared to 2019. In fact in 2019 increased to 12% of employees performing in the P4 category. There are still employees who perform in the P3 and P4 categories indicate that there are problems that affect employee performance and need to be investigated.

There are many factors that can affect the level of employee performance in a company. Factors of leadership style and organizational culture are suspected as variables which significantly affects the performance of employees of PT Telkom Witel Aceh. This is in line with the results of research conducted by Saputra (2019) based on research conducted by conducted at PT Bank Negara Indonesia Main Branch Office Jalan Perintis Kemerdekaan Bandung, that the variables of leadership style and organizational culture have a significant effect on employee performance.

The appropriate leadership style will certainly have a significant effect on employee performance and thus the company targets that have been set can achieved. Based on the results of interviews conducted by researchers with Mr. Tarmizi as HR manager said that the leadership style applied to PT. Telkom Witel Aceh is a leader who does not cooperate with employees, leaders rarely guide and direct slow employees and leaders set direction in decision-making carried out by each manager part. However, it is undeniable that leaders have an important role in providing direction to influence its employees to take various actions according to with what is expected. This makes employees must be given special guidance, and pay attention to the needs of subordinates from the leadership. So the leader must be able to establish a harmonious relationship with employees in an effort to reduce performance employee.

Organizational culture variables also play an important role in determining an organization in achieving its goals. This is applied in the work activities of employees and company managers as one of the drivers to improve their performance. Through organizational culture can understand organizational goals and policies because culture is a general perception shared by all members of the organization so that every Employees who become members of the organization will have values, beliefs and behaviors appropriate to the organization

Based on the description as described above that the leadership style and organizational culture is a variable that can affect employee performance, the author interested in doing research that wants to prove by taking the title “The Effect of Leadership Style and Organizational Culture on Employee Performance at PT Telkom Witel Aceh”.

2. Literature Review

2.1 Humance Resouce

Human resource management is on managing people within the employee-employee relationship. It involves the productive use of people in achieving the organization’s strategic objectives and the satisfaction of individual needs”. [1] Human resource management is the process of empowering or maximizing members of the organization so that they are able to achieve the goals of the organization effectively and efficient.

2.1 Leadership Style

Leadership style is the behavior or attitude displayed by the leader in managing the organization, so that with this style the leader has hope that in the future it will be better and the organization being managed has changes. [2] Leadership style consists of several dimensions in this study, namely Leadership Authoritarian, Delegative Leadership, Participatory Leadership.

2.2 Organizational Culture

Organizational culture is a system of shared meaning shared by members that distinguish one organization from another. [9] organizational/company culture are the values that guide human resources in carrying out obligations and behavior in the organization. [9] dimensions of organizational culture can be seen as follows: Innovative taking into account risk, Attention to each problem individually detail, Result orientation, Team orientation, Aggressiveness, Stability.

2.3 Employee Performance

Performance is the work of a person or group that can be measured in accordance with responsibility assigned to the individual or group. [7] there are four basic criteria or dimensions to measure performance, namely: Target, Quality, Time, Obedience.

3. Research Method

This research is a descriptive and causal research because this research aims to analyze the relationship between variables and describe the results of this study using quantitative research methods, with data collection carried out through distributing questionnaires to employees of PT. Telkom Witel Aceh. The population in this study were employees of PT. Telkom Witel Aceh, totaling 50 person. The sampling technique uses a *non-probability side* with a saturated *sampling* type. [8] states that if the population is below 100 then the population should be a sample entirely.

4. Results And Discussion

4.1 Characteristics of Respondents

Of the 50 people who became respondents in this study, the characteristics of the respondents based on gender that the majority of respondents are male with 88% or 44 respondents. Based on the age of the respondents, the majority of respondents aged > 40 years by 68% or 34 respondents. And based on working period is dominated by employees with more than three years of service as many as 43 respondents.

4.1 Descriptive Analysis

That the results of respondents' responses regarding the leadership style variable (X1) get a total score of 1.716 with a percentage of 76.3%. And included in the good category. Cultural variables organization (X2) get a total score of 1,502 with a percentage of 85.5%. And included in very good category. while the employee performance variable (Y) gets a total score of 2,310 with a percentage of 84% and included in the good category.

4.2 Classical Assumption Test

a. Normality Test

Table 2. One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		50
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.80664419
Most Extreme Differences	Absolute	.107
	Positive	.067
	Negative	-.107
Test Statistic		.107
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

In table 2 it can be seen that the value of *Asymp.Sig. (2-tailed)* is 0.200 and above the value of significant (0.05), so that in this study there was no data that was disturbed assumption of normality which means that the residual variables are normally distributed.

Table 3. Multicollinearity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
	B	Std. Error	Beta	Tolerance	VIF
(Constant)	5.967	4.606			
Leadership Style	.370	.125	.273	.878	1.138
Organizational Culture	.946	.130	.669	.878	1.138

Source : SPSS Data Processing Results, 2021

In table 3 it can be seen that the value of VIF < 10 and Tolerance > 0.1 means No. multicollinearity problem was found in this study.

a regression equation model can be formulated double as follows:

$$Y = a + \dots +$$

$$Y = 5,967 + 0,370X_1 + 0,946X_2$$

Based on these equations can be described as follows:

- a. Constant (a) = 5.967. That is, if the leadership style (X-1) and organizational culture (X2) the value is 0, then the employee performance value is 5.976.
- b. The regression coefficient value of the leadership style variable (b1) is positive, which is 0.370. This means that for every increase in leadership style by one unit, performance will increase employees will increase by 0.370.
- c. The regression coefficient value of the organizational culture variable (b2) is positive, which is 0.946. This means that every increase in organizational culture by one unit, then employee performance will increase by 0.946.

Based on these equations, it can be concluded that there is a significant influence positive/unidirectional between the variables of leadership style and organizational culture with the variable employee performance. This means that the variables of leadership style and organizational culture are increased then the employee performance variable will increase.

4.4 Simultaneous Hypothesis Testing (F Test)

The results of the F test using SPSS 25 can be seen in Table 4 below:

Table 4. F-Test Result

Anova^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	2124.015	2	1062.007	129.317	.000 ^b
Residual	385.985	47	8.212		
Total	2510.000	49			

a. Dependent Variable: KK

b. Predictors: (Constant), BO, GK

Source : SPSS Data Processing Results, 2021

Based on Table 5, it can be seen that $F_{arithmetic} > F_{table}$ ($129.137 > 3.20$) and the level of the significance is $0.000 < 0.05$. Show that H_0 is rejected and H_a accepted, it means Independent Variables consisting of leadership style and Organizational Culture together have a significant influence on the performance of PT. Telkom Witel Aceh.

Partial Hypothesis Testing (T Test)

The results of the T test using SPSS 25 can be seen in Table 5 below:

Table 5. T-Test Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.967	4.606		1.296	.201
Gaya Kepemimpinan	.370	.125	.273	2.956	.005
Budaya Organisasi	.946	.130	.669	7.253	.000

Source : SPSS Data Processing Results, 2021

Based on table 5 above, it can be seen that:

The leadership style variable (X1) has a value of tcount (2.956) > table (2.012) and the level of significance of $0.002 < 0.05$, then H_0 is rejected and H_a is accepted. This means that partially there is significant influence from the leadership style (X1) on employee performance (Y). And the organizational culture variable (X2) has a value of t count (7.253) > t table (2.012) and the level of significance of $0.000 < 0.05$, H_0 is rejected and H_a accepted. This means that partially there is significant influence of organizational culture (X2) on employee performance (Y).

4.6 Coefficient of Determination

Table 6. Test Table of Determinant Coefficient
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.920 ^a	.846	.840	2.866

a. Predictors: (Constant), Organizational Culture, Leadership Style

b. Dependent Variable: Employee Performance

Source : SPSS Data Processing Results. 2021

Table 6 shows that the R value is 0.920 and R square (R²) is 0.846. Number This study is used to see the magnitude of the influence of leadership style and culture organization on employee performance simultaneously. Obtained the value of R Square coefficient determinant (KD) shows independent coefficient (leadership style and culture organization) to the dependent, namely employee performance of 84.6% while the rest 15.4% is influenced by other factors not examined in this study

5. Conclusion

Based on the results of research and discussions that have been stated previously regarding the influence of leadership style and organizational culture on employee performance at PT. Telkom Witel Aceh, several conclusions can be drawn which are expected to provide answers to the problems formulated in this study are as follows:

a. Application of leadership style at PT. Telkom Witel Aceh

Based on the results of descriptive analysis, the leadership style in the eyes of the respondents overall are in the good category. of the whole style statement item leadership, there is a statement that gets the most respondents' responses low, i.e. employees do not have the opportunity to provide suggestions and opinions. Matter This shows the leader is in charge of decision making.

b. Telkom's organizational culture is applied in Witel Aceh

Based on the results of descriptive analysis, the organizational culture applied by PT. Telkom Witel Aceh in the eyes of the respondents as a whole is in the very good category. From overall organizational culture statement items that get respondents' responses lowest and is in the good category, which is a statement that I dare to take risks in doing work. This means that employees dare to accept all the consequences of what what he has done.

c. Achievement of employee performance at PT. Telkom Witel Ace

Based on the results of descriptive analysis, employee performance in the eyes of respondents is overall are in the good category, from the overall performance statement items employees who get the lowest responses even though they are still in the category good, i.e. I am able to speed up finishing work before the limit specified time. This means that employees are able to speed up completing work before the specified time limit.

d. The simultaneous influence of leadership style and organizational culture on Employee Performance at PT. Telkom Witel Aceh

Based on the results of simultaneous hypothesis testing (Test F), the leadership style variable and organizational culture simultaneously has a significant effect on employee performance in PT. Telkom Witel Aceh. The magnitude of the influence of leadership style and organizational culture simultaneously on employee performance is 84.6% while the rest 15.4% is influenced by other factors not examined in this study such as discipline work, productivity, and employee loyalty, etc.

e. Partial Influence of Leadership Style and Organizational Culture on Employee performance at PT. Telkom Witel Aceh

Based on the results of partial hypothesis testing (T test) the leadership style variable and organizational culture, partially has a significant effect on employee performance. The variable that has the greatest significant influence is organizational culture, in The second position, namely leadership style.

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