



Building Employee Performance

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ABSTRACT

This research can provide information about leadership style, work motivation and organizational culture on employee performance at PT. Pos Indonesia (Persero) West Jakarta either partially or simultaneously (simultaneously) with X_1 variable of leadership motivation, X_2 variable of work motivation and X_3 variable of organizational culture as independent variable, while Y dependent variable is employee performance. The research method used is an analysis that searches for direct influence over three independent variables and one dependent variable. Population of this research is employees of PT. Pos Indonesia (Persero) West Jakarta as respondents are employees of executives, managers and other employees with random sampling method of data with questionnaires to respondents. Influence will be done by using correlation method, regression, t-test and F-test assisted by SPSS application version 18.00. Thus, identified the magnitude of the influence of each variable (Style Leadership, Work Motivation and Organizational Culture) on Employee Performance. SPSS version calculation results version 18.00 indicates that each variable has an influence on employee performance with leadership style level is strong, strong work motivation and weak organization culture.

Keywords: Leadership Style, Work Motivation, Organizational Culture, Employee Performance

JEL Classifications: M12, M54, N75

1. INTRODUCTION

Each institution (organization), especially in the field of state-owned enterprises requires employees with high levels of performance. Such performance should always be maintained and even cultivated. High performing employees are human resources (HR) as a valuable government asset. Therefore, serious attention needs to be paid to improving its management based on national culture, among others by doing HR planning professionally. The goal is for the government to have HR, whether the amount, ability, composition and characteristics that are in harmony with the type of work or position of each (Deswati and Muhadjir, 2016).

Attempts to realize high-performance employees require a leader who has professional managerial skills to properly actualize management functions. A leader must be able to direct his subordinate to work hard to improve their performance. A leader must be able to motivate subordinates in order to work with dedication to achieving organizational goals effectively and

efficiently. Employee performance cannot be separated from human nature that has mind and mind so that, every action is influenced by various factor either from internal source (personal of employee concerned) and also external factor (work environment). Internal factors that affect employee performance such as knowledge or education, motivation, willingness, discipline and other attitudes (Amanah et al., 2018).

PT. Pos Indonesia (Persero) West Jakarta's business activities include core activities, namely collecting, processing, transporting and delivery, which is applicable to all three of its core business, whether communications, logistics, or financial services. Until now, these four core activities are still largely relying on human thought and energy (Dewi, 2016).

Many obstacles faced by PT. Pos Indonesia (Persero) West Jakarta, in an effort to create an effective employee performance. Among the obstacles faced is the number of employees that have not received education postal and low motivation of employees

in carrying out their duties. Create a conducive organizational culture to improve employee performance so that driven desire to perform activities that can meet the needs and give satisfaction with consumers of goods and services users.

A leader is expected to have professional skills, operational and managerial skills professional so that employees have high morale motivation and create a conducive organizational culture so that the results can contribute to consumers or customers goods and services.

Above description will be conducted research on “the influence of leadership style, work motivation and organizational culture to employee performance at PT. Pos Indonesia (Persero) West Jakarta.

2. LITERATURE REVIEW

2.1. Effect of Leadership Style on Employee Performance

As have been described in advance that the style of leadership is the ability of a person as a leader in influencing other parties, to do or not does something, in accordance with the will of the leader to successfully achieve the goals set out in the vision and mission PT. Pos Indonesia (Persero) West Jakarta, (Grant, 2012). With the existence of transformational leadership and transactional leadership can affect the improvement of employee performance through continuous performance evaluation. So, it can be assumed there is influence of leadership style on employee performance. As also mentioned by Simsek and Ozturk (2018), there is a strong and positive effect of leadership style on the organization’s success and employee performance.

2.2. Influence Work Motivation on Employee Performance

As have been described in advance that the motivation of work is the impetus in an individual that underlies the individual activities to achieve better results or goals that can be progress, work, competition, fulfillment and other needs with the motivation that can improve performance through performance appraisal. So, it can be suspected there is influence of motivation on employee performance, (Lecturer, 2018).

2.3. The Influence of Organizational Culture on Employee Performance

As has been described in advance that culture is the basic principles that are the basis and identity for an organization that creates the distinction between an organization of other organizations and established attitudes and behavior of employees. With the organizational culture that has been formed into the attitudes, values and norms of the organization where work, the employees who stick to the vision, mission of the company (Roghé et al., 2012).

2.4. Influence of Leadership Style, Work Motivation and Organizational Culture Together to Employee Performance

The leader is one of the core essence of management, the main resources and the central point of every activity that takes place

within the organization or company, it needs a leadership style that can affect people and provide employee motivation to achieve goals against the vision and mission that has been established with organizational culture that has been formed from attitudes, values and norms together can affect employee performance, so it can be expected there is influence of leadership style, work motivation and organizational culture together to employee performance (Baird and Parasnis, 2011). The study of Samo et al. (2019) indicated that there has always been more impact of the transformational leadership on job satisfaction and organizational commitment as compared to the impact of transactional leadership.

2.4.1. Research hypothesis

Based on Figure 1 above framework then, the authors can be formulated research hypothesis as follows:

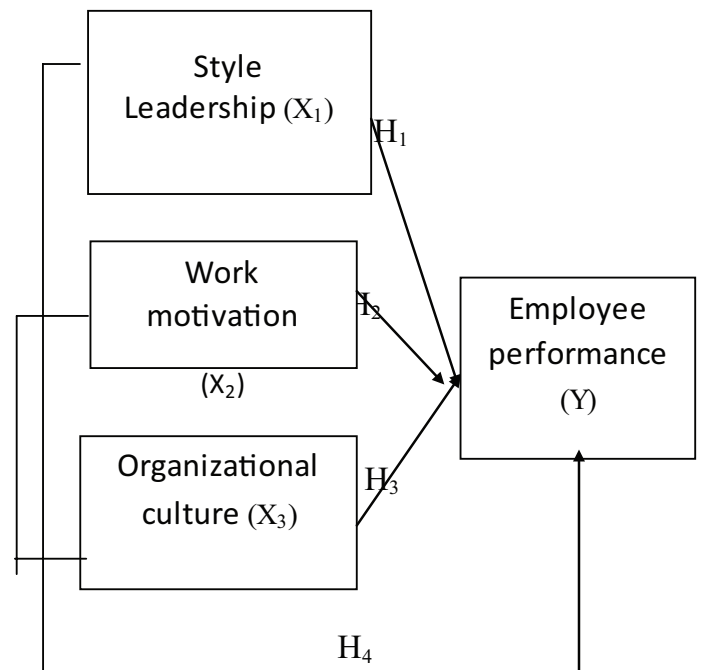
- H₁: There is an influence of leadership styles on employee performance
- H₂: There is influence motivation works on employee performance
- H₃: There is an influence of organization culture on employee performance
- H₄: There is influence of leadership style, work motivation and organizational culture together (simultaneously) to employee performance.

3. METHODOLOGY

In doing a research, research method is a very important part, even can also determine the quality of the research itself.

In this chapter we describe the methods of research that will be used in analyzing the influence of leadership style, work motivation and organizational culture on employee performance PT. Pos Indonesia (Persero) West Jakarta.

Figure 1: Research design



Research Hypothesis

The research method used is a survey with correlational analysis (looking for relationship or influence). This is a path analysis looking for direct influence over three dependent variables and one independent variable.

In this research the types, sources, and techniques of data collection to be used are:

1. Data type

The type of data used by the authors of this study is the data subject (Self Report Data) is the type of research in the form of opinions, attitudes, experiences or characteristics of a person or group.

2. Data Source

Sources of data taken by researchers in this study consist of:

a. Primary data

The source of research data obtained directly from the original source (not through intermediaries) which can be: opinion, observation of an object (physical), event and test results. In this study the primary data obtained by spreading the questionnaire to the executive, and other employees PT. Pos Indonesia (Persero) West Jakarta.

b. Secondary data

Sources of research data obtained by researchers indirectly through intermediary media (obtained and recorded by other parties). Secondary data are generally in the form of evidence, records, which have been compiled in published and unpublished documentary (documentary) files.

3. Data collection

To obtain the necessary data onto the preparation of this thesis, the authors use data collection techniques using, questionnaires (Questionnaires) is a technique of data collection through the spread of questionnaires to executives, managers, operators and another employees PT. Pos Indonesia (Persero) West Jakarta.

3.1. Population and Sample Used

1. Population according to (Sugiono, 2014) "Population is a generalization region consisting of objects or subjects that has certain qualities and characteristics set by researchers to be studied and then drawn conclusions." In this study, the population studied were 3 people executives, 58 managers, 34 staff collecting staff and 80 staff processing staff, 20 transport staffing operators, 76 delivery operators, 75 staff supporting staff who were employees at PT. Pos Indonesia (Persero) West Jakarta total employees 346 people.
2. Sample according to (Sugiono, 2014), "The sample is part of the number and characteristics possessed by the population."

The sample is a small part of the population that becomes the object of research. In this research, the respondents will be respondents are manager, staff operator, and other employees of PT. Pos Indonesia (Persero) West Jakarta, where the researcher uses sample size determination of slovin formula. According to (Arikunto, 2019) as follows:

Slovin formula:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n =Number of samples,

N =Population,

e = Constants (% a standard tolerable error rate for a sampling, in this case using an error rate of 10%). By using slovin formula can be determined the number of samples to be used in the study as follows:

$$n = \frac{346}{1 + 346(0,10)^2} = 78$$

So, can be obtained the number of research samples as much as 78 respondents.

1. Sampling technique

According to (Arikunto, 2019), sampling is a way of collecting data where the investigated are a sample element of the population. The data obtained from the sampling result is estimating to value (estimate value).

The first sampling method of the population is grouped according to the function and tasks that exist on PT. Pos Indonesia (Persero) West Jakarta, then just taken random samples of the same proportion, it is expected the population can be represented by the sample (representative) with the assumption that the sample is homogeneous. With the acquisition of a sample of 78 people can be grouped based on task and function.

4. RESULTS AND DISCUSSION

4.1. Regression Test

4.1.1. Simple linear regression test

Aims to determine whether or not and the magnitude of the influence of independent variables on the dependent variable.

a. Leadership Style on Employee Performance

1) Regression Equation

Based on these results can be obtained simple linear regression equation as follows:

$$\hat{Y} = 15.312 + 0.925 X_1$$

The value of b_1 (leadership style) of 0.925 indicates a positive influence of leadership style variables on employee performance, meaning that each increase in leadership style variable of 1 unit will improve employee performance of 0.925.

2) Test t

The first research hypothesis stated that:

There is an influence of leadership style on employee performance H_0 and H_a (test form)

$H_{01}: \beta_1 = 0$ no style effect.

b. Leadership towards employee performance

$H_{a1}: \beta_1 \neq 0$ there is influence leadership style on employee performance.

The comparison value is t_{counts} value using significance limit of 0.05, then the value of t_{table} is 2.287.

The value of t arithmetic is 10.415 with significance level 0.000, it shows that t_{counts} value $> t_{\text{table}}$, that is $15.610 > 2.287$ then H_0 is rejected, meaning leadership style to positive and significant employee performance, this result is consistent with correlation test of leadership style with employee

performance, thus proven there is influence between leadership style on employee performance.

1) Regression Equation

Based on the above table, it can be seen that the result of the regression calculation shows a constant (value a) of 13.763 and the coefficient of direction or regression (value b) of 0.545. Based on these results can be obtained simple linear regression equation as follows:

$$\hat{Y} = 13.763 + 0.545 X_2$$

The value of b2 (work motivation) of 0.545 indicates a positive influence of work motivation variable on employee performance, meaning that each increase in work motivation variable of 1 unit will improve employee performance of 0.545.

2) Test t

Second research hypothesis states that: There is influence of work motivation on employee performance.

Determining H_0 and H_a (test form)

$H_{02}: \beta_2 = 0$ there is no effect of work motivation on employee performance

$H_{a2}: \beta_2 \neq 0$ there is influence of work motivation on employee performance.

The comparison value is t_{table} to value using significance limit of 0.05, then the value of t_{table} is 2,287.

The value of t arithmetic of 9.852 with a significance level of 0.000, this shows that the value of t arithmetic $> t_{table}$, ie 9.852 > 2.287 then H_0 is rejected, meaning the motivation of work on positive and significant employee performance, this result is consistent with the correlation test of work motivation with employee performance, thus proven there is influence between work motivation on employee performance.

1) Regression Equation

Based on the above table, it can be seen that the result of the regression calculation shows a constant (value a) of 28.649 and the coefficient of direction or regression (value b) of 0.509. Based on these results can be obtained simple linear regression equation as follows:

$$\hat{Y} = 28.649 + 0.509 X_3$$

The value of b3 (organizational culture) of 0.509 indicates a positive influence of organizational culture variable on employee performance, meaning that the increase in organizational culture variable of 1 unit will improve employee performance by 0,509.

2) Test t

The third research hypothesis stated that:

There is an influence of organizational culture on employee performance.

Determining H_0 and H_a (test form) $H_{03}: \beta_3 = 0$ there is no influence of organizational culture on employee performance.

$$H_{a3}: \beta_3 \neq 0$$

There is an organizational cultural influence on employee performance. The comparison value is t_{table} to value using significance limit of 0.05, then the value of t_{table} is 2,287.

The value of t arithmetic is 3.846 with significance level 0.000, it shows that t count $> t_{table}$, that is 3.846 > 2.287 then H_0 is rejected, meaning organizational culture to positive and

significant employee performance, this result is consistent with correlation test of organizational culture with employee performance, thus proven there is influence between organizational culture on employee performance.

4.2. Multiple Linear Regression Test

Multiple regression analysis is used to predict how the fluctuation of the dependent variable through two or more independent variables. In this study there are three independent variables that will be used are leadership style, work motivation and organizational culture. While that will be the dependent variable is employee performance.

4.2.1. Multiple regression equations

From the above calculation can be obtained the formulation of multiple linear regression equation for independent variables (leadership style, work motivation and organizational culture) to the dependent variable (employee performance) as follows:

$$\hat{Y} = 4.352 + 0.620X_1 + 0.347X_2 + 0.016X_3$$

The results of the analysis calculation indicate that the value of a (constant) of 4.352 means that if there is no change of independent variables (leadership style, work motivation and organizational culture), then employee performance will be 4.352.

The value of b1 (coefficient for leadership style) of 0.620 indicates a positive influence of leadership style on employee performance, meaning that each increase of 1 unit in leadership style will improve employee performance equal to 0.620 assuming work motivation and organizational culture is considered fixed.

The value of b2 (coefficient for work motivation) of 0.347 indicates a positive influence of work motivation on employee performance, meaning that each increase of 1 unit on work motivation will improve employee performance by 0.347 assuming leadership style and organizational culture is considered fixed.

The value of b3 (coefficient for organizational culture) of 0.016 indicates a positive influence of organizational culture on employee performance, meaning that each increase of 1 unit in organizational culture will improve employee performance by 0.016 assuming leadership style and work motivation is considered fixed.

Based on the regression equation above can be concluded that the most dominant variables affect employee performance is the style of leadership because it shows the value of influence of 0.620 and diikuiti by work motivation variables and organizational culture with a large influence respectively for 0347 and 0.016.

4.2.2. Test F (ANOVA)

The fourth research hypothesis stated that:

There is a mutual influence of leadership style, work motivation and organizational culture on employee performance.

Determining H_0 and H_a (test form):

$H_{04}: \beta_1 = \beta_2 = \beta_3$ together there is no influence of leadership style, work motivation and work culture on employee performance.

$H_{a4}: \beta_1 \neq \beta_2 \neq \beta_3 \neq$ together there is influence of leadership style, work motivation and work culture on employee performance.

F-tests is used to know whether there is influencing together independent variable to dependent variable, that is by comparing to F count with F table at level of trust 5%. If F count >F table then all independent variables effect together on the dependent variable. The comparator value is F table value using significance limit of 0.05, then the value of F table is 2,728.

4.2.3. Test of determination/test R

Based on the result of regression test as seen in Table 4: 223 the value of R-square showed as much as 0.756 or 75.6%. This shows the amount of contribution to leadership style, work motivation and organizational culture to employee performance is equal to 75.6% while the remaining 24.4% described other factors that do not exist on research.

5. CONCLUSIONS

From result of processing and data analysis hence can get some conclusion that is:

1. Transactional leadership styles that has been applied to PT. Pos Indonesia (Persero) West Jakarta, still maintained by developing quality employees follow postal education so that employee performance can be more optimal
2. Motivation of self-actualization works that has been applied to PT. Pos Indonesia (Persero) West Jakarta more improved on improving the performance of employees by improving the improvement and refinement of the compensation system, giving awards to employees that excel so that employee performance level PT. Pos Indonesia (Persero) West Jakarta more leverages
3. The organizational culture of values, increasingly more enhanced by applying work discipline to realize employee performance on PT. Pos Indonesia (Persero) West Jakarta more effective and efficient
4. Transactional leadership style, self-actualization work motivation and organizational culture values together are increasingly improved, so that employee performance is more optimal results from work

5. Other researchers that will conduct similar research to add other variables that affect performance and relevant to the purpose of research, extend the time of research so that information can be obtained on an ongoing basis of HR.

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