



Employee performance determinant analysis PT. Kahatex : The role of culture and organization leadership

Athalla Talitha Nabila¹, Adjeng Mariana Febrianti²

^{1,2} Widyatama University

¹athalla.talitha@widyatama.ac.id, ²adjeng.mariana@widyatama.ac.id

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ABSTRACT

Employee performance is one aspect that the company pays full attention to, because of its impact on the sustainability of the company itself. This study aims to see the influence of organizational culture and leadership style in the organization on the performance of employees of PT. Kahatex is located in Bandung Regency, West Java. This study uses a quantitative approach, with a sample of 70 employees. Researchers distributed questionnaires to employees to obtain primary data, and the data obtained were then processed using multiple regression analysis. This study indicate that organizational culture and leadership style variables have a significant positive effect on employee performance. The findings of this study can be a recommendation for leaders or managers to improve the performance of their employees. Companies need to pay attention to the culture that exists in the organization, as well as choose the appropriate leadership style, so that employee performance can increase.



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INTRODUNCTION

In an organization, leadership plays an important role. This is because leadership will provide encouragement and enthusiasm for employees to carry out their duties. Leadership is an interaction in which a leader provides direction and motivation to members to achieve organizational goals. According to Matteson (Wijono, 2018), leadership is a process of influencing others to facilitate the achievement of relevant organizational goals. In this increasingly advanced modern digital era, the existence of the internet has made it easier for all human needs. An agency is established because it has a goal to be achieved. In achieving its goals, every organization is influenced by the behavior and attitudes of the people in the agency. Therefore, the success of achieving these goals depends on the reliability and ability of employees in operating the work units in the agency, because the agency's goals can be achieved only because of the efforts of the actors contained in each agency. The achievement of organizational or agency goals does not only depend on modern equipment, complete facilities and infrastructure, but also on the people who carry out the work (W. K. P. Putra, 2021).

Performance refers to aspects of an individual's behavior in carrying out organizational tasks in accordance with established command (Fattah, 2017). According to (Sedarmayanti, 2017) employee performance metrics include: quality, quantity, topicality, cooperativeness, independence. Employees should have understand their role within the organization well in order to achieve maximum results. Organizations have a responsibility to ensure that their employees work effectively at all times. An employee is a human resource who occupies a strategic position within an enterprise alongside other resources. To perform in line with business expectations, human resources must be managed and utilized as much as possible (Adhari, 2021). Robbins in (Sumual, 2017) Performance appraisal consists of an attitude approach, a behavioral approach, an outcome approach, and a contingency approach.

Therefore, quality employees are employees who are able to carry out their work and have good performance needed by the organization or agency to achieve organizational goals. Because basically the success of the agency or organization as a whole is a contribution from the work or good performance of employees. Performance is very important for the organization as a benchmark to determine the level of effectiveness of the implementation of an employee or employees. Performance is a formal evaluation of an employee to determine the effectiveness of the employee's work implementation. Performance is very important for employees and agencies, so the factors that affect performance must be considered and improved.

The company as an organization cannot be separated from the organizational culture. One of the factors influencing employee job satisfaction is the role of organizational culture. According to (Sutrisno, 2018), organizational culture can be defined as a system of values, beliefs, assumptions, or norms that have long been in force, agreed on, and followed by members of the organization as a guideline. for behavior and solving organizational problems. In organizational culture, the compatibility between personal values and company values will improve employee performance. Organizational culture is how it is perceived by employees and how this perception creates patterns of beliefs, values, and expectations (Jufrizen, 2017). Organizational culture has a very important role to play in efforts to achieve organizational goals. Organizational culture is important because it is the habits that occur in the organizational hierarchy that represent the behavioral norms followed by members of the organization (S. W. Putra, 2015).

PT Kahatex is one of the largest company in West Java that engaged in the garment industry and general trading. Based on the observations that the author made, PT Kahatex has decreased, this can be seen from the employee performance appraisal data as follows:

Table 1 Employee Performance Data of PT Kahatex

No	Score	Years			
		2020		2021	
		Amount	%	Amount	%
1	A	10	25,64	7	17,95
2	B	23	58,98	20	51,28
3	C	6	15,38	12	30,77
Total		39	100,00	39	100,00

Source: bag. PT. Kahatex, 2022

Based on table 1 above, employee performance scores decreased in 2021 compared to 2020, with 10 employees exceeding expectations that year. If this situation is left unaddressed and the environment that supports people and their work is not improved, the company itself will suffer losses, and many factors will affect business performance.

Research conducted by (Rijanto & Mukaram, 2018) stated that organizational culture has an average value of 4.444 and employee performance has an average value of 4.3670, which means that both are in the "very good" category. Meanwhile, the organizational culture of the account executive division at PT Agrodana Futures contributed 26.3% to employee performance. From the success held by PT. Kahatex as well as the phenomenon of decreased employee performance, this study aims to commemorate the influence of organizational culture and leadership style on the performance of PT. Kahatex employees.

RESEARCH METHODS

This study applies a descriptive verification method with a quantitative approach to understand the amount of phenomena that can be used for later comparison. According to (Sugiyono, 2018) that the quantitative method because research data is in the form of numbers and analysis uses statistics. Primary data was obtained from a questionnaire given to 70 respondents from PT. Kahatex. The data obtained are processed using multiple linear regression analysis methods. The two variable types use are indepent variables (X) and dependent variables (Y). The independent variables are organizational culture (X1), and leadership style (X2), and the dependent variables are employee performance (Y).

RESULTS AND DISCUSSION

Analysis

The descriptive analysis of this study consisted of the Mean (M), Median (Me), Mode (Mo), Maximum (Max), Minimum (Min), Standard Deviation (SD) :

Tabel 2 Statistics

		Organizational Culture	Leadership	Employee Performance
N	Valid	70	70	70
	Missing	0	0	0
Mean		3.5286	3.7771	3.7914
Std. Error of Mean		.09130	.09538	.07708
Median		3.6000	3.8000	3.8500
Mode		3.50	4.50	4.00
Std. Deviation		.76388	.79804	.64488
Variance		.584	.637	.416
Range		3.60	3.30	2.90
Minimum		1.40	1.70	2.10
Maximum		5.00	5.00	5.00
Sum		247.00	264.40	265.40

a. Multiple modes exist. The smallest value is shown

Source: Data processed by the author

Based on the table above, it can be seen that the average organizational culture (M) is 3.52, the median (Me) is 3.60, the mode (Mo) is 3.50, the minimum (Min) is 1.40, the maximum (Max) is 5.00, and the standard deviation (SD) is 0.76. The leadership average (M) is 3.77, the median (Me) is 3.80, the mode (Mo) is 4.50, the minimum (Min) is 1.70, the maximum (Max) is 5.00, and the standard deviation (SD) is 0.79. Employee performance average (M) is 3.79, median (Me) is 3.85, mode (Mo) is 4.00, minimum (Min) is 2.10, maximum (Max) is 5.00, and standard deviation (SD) is 0.64.

Coefficient Determination Test

Table 3 Coefficient Determination Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.752 ^a	.565	.545	4.348

Source: Data processed by the author

Table 3 shows the adjusted R-square value is 0.545, indicating that organizational culture and leadership contributed 54.5% to employee performance, with the remaining 45.5% influenced by other unresearched variables.

Goodness of fit (F test)

Table 4 F Statistic Test Results ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1621.972	3	540.657	28.604	.000 ^b
	Residual	1247.514	66	18.902		
	Total	2869.486	69			

a. Dependent Variable: Performance (Y)

b. Predictors: (Constant), Organizational Culture (X1), Leadership (X2),

Source: Data processed by the author

From Table 4, Fcount 28.604 at the significance level of $0.000 < 0,05$, we can conclude that the model meets the goodness-of-fit requirement when is 0.05

Regression Coefficient Test (T test)

Table 5 Statistical Test Results t Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.610	3.007		3.861	.000
	Budaya	.217	.082	.257	2.644	.010
	Kepemimpinan	.191	.086	.237	2.213	.030

a. Dependent Variable: Performance

Source: Data processed by the author

Based on the table above, a (constant): 11,610, meaning that if the variable organizational culture (X1) and leadership (X2) is constant, it means that employee performance (Y) is 11,610, then for b1 it means a positive coefficient for organizational culture is 0.217, with significance level of 0.010 < 0.05. This means that employee performance increases by 21.7% for each measurable increase in organizational culture, and for b2 means a positive coefficient for leadership is 0.191, with a significance level of 0.030 < 0.05. That is, employee performance increased by 19.1% for each measured leadership increase.

Discussion

Effect of Organizational Culture on Employee's Performance

Based on T test in Table 5, organizational cultural variable (X1) coefficient value of 0,217 with t-count 2,644, is greater than the t-table of 1,668 (2,644 > 1,668) with significance value of 0,010 less than, 0,05 (0,010 < 0,05) shows that Ho is rejected and Ha is accepted. In conclusion, organizational culture has a positive impact on employee's performance. The results of this study are consistent with previous studies (Rijanto & Mukaram, 2018) at PT Agodana Features, (Aulia, 2016) PT. Pelabuhan Indonesia III.

Effect of Leadership on Employee's Performance

Based on T test result, leadership variable (X2) coefficient value of 0,191 with t-count 2,213, is greater than the t-table of 1,668 (2,213 > 1,668) with significance value of 0,030 less than, 0,05 (0,030 < 0,05) shows that Ho is rejected and Ha is accepted. In conclusion, leadership has a positive impact on employee's performance. The results of this study are consistent with previous studies (Ritonga & Ganyang, 2020) at PT. XYZ.

Effect of Organizational Culture and Leadership on Employee's Performance

Based on the F-test results in Table 4, organizational culture (X1) and leadership variables (X2) received an F-count of 28,604 with a significance value of 0.000, concluding that organizational culture and leadership variables effect employee performance at the same time. The results of this study are consistent with previous studies Sinar Insani, (Herdiana, 2016) at BPJS Tasikmalaya, (Azhari, 2017) at PT. Trisumber Makmur Indah.

CONCLUSION

Based on the results and discussion above, it can be concluded that organizational culture and leadership have proven to influence employee performance both partially and simultaneously. However, through the statement of the respondent, working conditions at PT. Kahatex show a lower value, so we suggest companies create a better working environment to best support their employees. Based on the results of respondents' assessments of organizational culture variables, companies can provide appropriate gifts or awards to employees who demonstrate work performance through management. Because the contribution of the survey variable is only 0.545 (which is not enough), it is expected to further investigate the relevant variables to increase the contribution of the survey to improving employee performance.

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