THE EFFECT OF LEADERSHIP STYLE AND WORK CULTURE ON EMPLOYEE PERFORMANCE PT JAPFA COMFEED INDONESIA TBK UNIT DAMPIT MALANG

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ABSTRACT

This research aims to determine the effect of leadership style and work culture on employee performance. The method used in this research is quantitative research. The data analysis technique used in this study is multiple linear regression analysis which is intended to describe the influence between the variables involved in quantitative research. The population in this study were all employees at PT Japfa Comfeed Indonesia TBK Dampit Malang unit. The sample in this study was 60 respondents using the saturated sampling method. The instrument in this study used SPSS version 23 software. The results of this study indicate that there is a simultaneous influence between leadership style and work culture on employee performance. While partially leadership style and work culture affect employee performance. leadership style is the same perspective between leaders and employees, so leaders can control and direct employees to one vision and one mission in order to improve their performance results. While the work culture, employees who have the awareness and willingness to obey all the rules and social norms that apply in the company without any coercion will provide motivation and enthusiasm so that it will further support employee performance in a better direction.

KEYWORDS: Leadership Style, Work Culture, And Employee Performance

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Introduction

In the current era of globalization, economic growth in Indonesia is increasing rapidly, this directly has an impact on increasingly fierce competition among companies. A company is very dependent on the ability to utilize existing resources within the company to carry out work tasks within a directed framework for organizational development. The success of all work tasks of a company is largely determined by the availability of quality human resources, two of the factors that support the company's progress are leadership style and work culture. To achieve common goals, companies are expected to be able to meet the demands of operating as effectively and efficiently as possible in order to survive in the face of competition. In an effort to carry out effective leadership, in addition to having the ability and skills in leadership, a leader must apply a leadership role to manage the performance of his employees, because a leader will greatly affect success in the company. A leader must be wise in dealing with all the problems that are happening within the company. If an attitude arises in the spirit of work and the company's employees, then this is a starting point for a good enthusiastic attitude towards employee performance for the next level

According to Triguno (2003), work culture is a philosophy based on a view of life as values that become traits, habits and driving forces, entrenched in the life of a community group or organization, then reflected from attitudes into behaviors, beliefs, ideals. , opinions and actions that manifest as work or temporary work according to Nawawi (2003), work culture is a habit that is carried out repeatedly by employees in an organization. that the habit is a habit that must be adhered to in the context of carrying out work to achieve goals. By establishing good relationships within a company, either by superiors to subordinates or vice versa, it will make a very important capital and even affect the continuation of working conditions within the company. A good work culture in a good company will improve the progress of the company, therefore as a leader must have the ability to create a good work culture within the company. Employees are required to be able to complete their duties and responsibilities effectively and efficiently. Employee success can be measured through customer satisfaction, reduced number of complaints and achievement of the specified target.

THEORITICAL REVIEW

Leadership is the backbone of organizational development because without good leadership it will be difficult to achieve organizational goals. If a leader is trying to influence the behavior of others, then that person needs to think about his leadership style. According to Robert in Galih (2015) Leadership Style is how a leader carries out his leadership function and how he is seen by those he is trying to lead or those who may be observing from the outside. James et. al. (1996) said that leadership styles are various patterns of behavior favored by leaders in the process of directing and influencing workers. According to Tampubolon (2007) leadership style is behavior and strategy, as a result of a combination of philosophies, skills, traits, attitudes, which are often applied by a leader when he tries to influence the performance of his

subordinates. According to Triguno (2003), work culture is a philosophy based on a view of life as values that become traits, habits and driving forces, entrenched in the life of a community group or organization, then reflected from attitudes into behaviors, beliefs, ideals. , opinions and actions that manifest as work or work.

Performance is the result of work in quality and quantity that can be achieved by an employee in carrying out tasks in accordance with the responsibilities given to him. According to T. Hani Handoko (2001: 235), performance appraisal is a process through which organizations evaluate or assess employee performance. This activity can improve personnel decisions and provide feedback to employees on their work performance. Meanwhile, according to Rivai and Basri (2005) performance is the willingness of a person or group of people to carry out an activity and perfect it according to responsibilities with the expected results. Based on the opinions of these experts, it can be concluded that the assessment of work performance (performance) is an assessment that is carried out systematically to determine the results of employee work and organizational performance. Besides that, it is also to determine appropriate job training, provide a better response in the future and as a basis for determining policies in terms of promotion and determination of rewards. The purpose of research on work performance (performance) is to improve or improve the organizational performance of the organization's human resources

Method

The place of research and data collection in the context of compiling this research was carried out at PT Japfa Comfeed Indonesia Unit Dampit, having its address at Pamotan, Dampit, Malang Regency. The type of research used in this research is quantitative research, namely the type of research that uses a research design based on statistical procedures or by other means of quantification to measure the research variables. The data used in this study the authors use two sources of data including primary data and secondary data. The population in this study were all employees of PT. JapfaComfeed Indonesia Dampit unit.

This study is a population study, so in this study the sample used was 60 employees of PT. Japfa Comfeed Indonesia Dampit unit. In this study, research techniques and instruments in the data collection process were carried out by several techniques, namely documentation, interviews and questionnaires. Y.W Best (2010) states that the so-called research variables are conditions or serenteristics that researchers manipulate, control or observe in a study. Each answer to the question given by the respondent is measured using a Likert scale, which is a scale used to measure attitudes, opinions and perceptions of a person or group of people about social phenomena.

Hypothesis

H1 : How does the influence of leadership style on employee performance at PT. Japfa Comfeed Indonesia Tbk?

H2 : How does work culture influence employee performance at PT. Japfa Comfeed Indonesia Tbk?

H3 : How does the influence of leadership style and work culture on employee performance at PT. Japfa Comfeed Indonesia Tbk?

Result

Validity Test

Table 1. Validity Test Results

Item	R-Count	R-Tabel	Sig.(2-tailed)	A	Conclusion
$X_1.1$	0,887	0.254	0.000	0.05	Valid
$X_1.2$	0,948	0.254	0.000	0.05	Valid
$X_1.3$	0,927	0.254	0.000	0.05	Valid
$X_1.4$	0,959	0.254	0.000	0.05	Valid
$X_2.1$	0,896	0.254	0.000	0.05	Valid
$X_2.2$	0,911	0.254	0.000	0.05	Valid
$X_2.3$	0,936	0.254	0.000	0.05	Valid
$X_2.4$	0,796	0.254	0.000	0.05	Valid
Y.1	0,809	0.254	0.000	0.05	Valid
Y.2	0,772	0.254	0.000	0.05	Valid
Y.3	0,655	0.254	0.000	0.05	Valid
Y.4	0,873	0.254	0.000	0.05	Valid
Y.5	0,391	0.254	0.000	0.05	Valid
Y.6	0,569	0.254	0.000	0.05	Valid

Source: Processed IBM SPSS 22 (2022)

All question items on the leadership style variable (X1) have an rcount value greater than rtable and also have a probability value (sig) less than 0.05 so that it can be said that all question items on the leadership variable (X1) in this study are valid. All question items on the work culture variable (X2) have an rcount value greater than rtable and also have a probability value (sig) less than 0.05 so that it can be said that all question items on the work culture variable (X2) are valid. All question items on the employee performance variable (Y) have an rcount value greater than rtable and also have a probability value (sig) less than 0.05 so it can be said that all questions on the employee performance variable (Y) are valid.

Reliability Test

Table 2. Reliability Test

Item	Cronbach's Alpha if Item Deleted	Provision	Conclusion
X1	.748	> 0.6	Reliabel
X2	.707	> 0.6	Reliabel
Y	.763	> 0.6	Reliabel

Source: Processed IBM SPSS 22 (2022)

Based on the results of the reliability test above, it is known that the Cronbach's Alpha value of each item of the three variables in this study is greater than 0.6. Therefore, it can be

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concluded that all variable items in the questionnaire can be said to be reliable or consistent.

Uji Asumsi Klasik

Tabel 3. Test Shapiro Wilk

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Kinerja Karyawan	,160	60	,122[*]	,771	60	,375
Gaya Kepemimpinan	,141	60	,118[*]	,738	60	,360
Budaya Kerja	,138	60	,109[*]	,725	60	,354

From the results of the Shapiro Wilk normality test above, it is known that the significance value of the employee performance variable is 0.375, the leadership style variable is 0.360 while the work culture variable is 0.354. The sig value of the three variables is greater than 0.05. So it can be concluded that the data in this study are normally distributed. Thus, the assumptions or requirements for normality in the regression model in this study have been met.

Tabel 4. Multikolinearitas Test

Variabel Bebas	Toleransi	VIF	Keterangan
Gaya Kepemimpinan	0,732	1,862	Bebas Multikol
Budaya Kerja	0,732	1,862	Bebas Multikol

The results of the multicollinearity test were obtained using the Variance Inflation Factor (VIF) on the independent variables of training and skills. The value of VIF on the leadership style variable and work culture variable is 1.862, which is smaller than 10, so it can be concluded that there is no linear relationship between the independent variables.

Tabel 5. Test Heterokedakstisitas

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,329	1,264		,260	,796
	Gaya kepemimpinan	,018	,455	,038	,067	,832
	Budaya Kerja	,015	,375	,035	,062	,833

Based on the results of the Glejser test above, it can be seen that the X1 variable, namely leadership style, has a sig value of 0.832 and the X2 variable, namely work culture, has a sig value of 0.8333, in other words, the sig value of the two independent variables has a sig value greater than 0.05. work culture does not occur heteroscedasticity.

Influence Test

Tabel 6. Multiple Linear Regression Test

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1,583	1,245		1,289	,205
Gaya Kepemimpinan	,767	,260	,827	3,556	,000
Ketrampilan	,775	,272	,854	3,435	,000

The regression equation obtained based on the table above is

$$Y = 1.583 + 0.767 + 0.775 \quad \text{...(1)}$$

From this equation, it can be interpreted that the constant a of 1.583 indicates that if there is no influence between the independent variables X1 (Leadership Style) and X2 (Work Culture) then the Y variable (Employee Performance) will have a positive constant value of 1.583. If the X1 variable (Leadership Style) increases by one unit, then the Y variable (Employee Performance) will increase by 0.767 and if the X2 (Work Culture) variable increases by one unit then the Y variable (Employee Performance) will increase by 0.775.

Tabel 7. Determination Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,798a	,636	,624	1,58737

Based on the table above, the regression model has a coefficient of determination (Adjusted R^2) of 0.624 or 62.4%. This means that the variable Y (Employee Performance) is explained by 62.4% by the leadership style variable (X1) and work culture (X2) while the rest is explained by other variables not examined in this study.

Tabel 8. Test F

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	251,307	2	125,654	49,867	,000b
Residual	143,626	57	2,520		
Total	394,933	59			

By using SPSS 23 software, the F test statistic is 49.867 with a significance of 0.00. The statistical value of the Fcount test is greater than Ftable (49.867 > 2.77) and the significance is smaller than = 0.05, which is a significant value of 0.00. This test shows that H0 is rejected and H1 is accepted so it can be concluded that the variable X (Leadership Style and Work Culture) has a simultaneous influence on the Y variable (Employee Performance).

Tabel 9. Test t

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.

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		B	Std. Error	Beta			
1	(Constant)	1,583	1,245			1,289	,205
	Gaya Kepemimpinan	,767	,260	,827		3,556	,000
	Budaya Kerja	,775	,272	,854		3,435	,000

By using SPSS 23 software, the t-test statistic for leadership style variable is 3.556 with a significance of 0.00. The statistical value of the tcount test is greater than ttable (3.556 > 2.002) and the significance is smaller than = 0.00, which is 0.015. In this case the test for leadership style (X1) on Employee Performance (Y) shows that H1 is accepted so that it can be concluded that leadership style affects employee performance. variable X2 (Work Culture) the statistical value of the t-test was 3.435 with a significance of 0.00. The statistical value of the tcount test is greater than ttable (3.425 > 2.002) and the significance is smaller than = 0.05, which is 0.00. In this case the test for Work Culture (X2) on Employee Performance (Y) shows that H1 is accepted so that it can be concluded that Work Culture has an effect on employee performance

Discussion

From the results of data analysis of training and skills variables on employee performance at PT Japfa Comfeed Indonesia Dampit unit, it can be described as follows:

a. Leadership Style on employee performance

Of all the characteristics of the respondents, the respondents' responses to the statement items of the leadership style variable presented on the questionnaire, on average, the respondents answered strongly agree, agree, and are neutral. From the results of filling out the questionnaire which was filled out by 60 respondents, it can be seen that the leadership at PT. Japfa Comfeed Indonesia Dampit unit always provides work instructions that must be completed by employees and task directions from the leadership in accordance with SOPs. In addition, the leadership always provides concrete examples of job descriptions to subordinates and always involves subordinates to discuss during the work process. From the results of respondents' answers and tests conducted by researchers, it can be concluded that leadership style affects the performance of employees of PT. Japfa Comfeed Indonesia Dampit unit. The results in this study support the two previous studies conducted by Wati (2017), Aziansyah (2019) which showed that training had an effect on employee performance.

b. Work Culture on employee performance

Of all the characteristics of the respondents, the respondents' responses to the statement items of the Work Culture variable presented in the questionnaire, on average, the respondents answered strongly agree, agree, and quite agree. From the results of filling out questionnaires filled out by 60 respondents, it can be seen that the work culture at PT. Japfa Comfeed is quite good, as evidenced by employees who are always present on time,

employees give and receive correct information from and among partners for the benefit of the company, employees communicate politely in the work environment and employees can interact and cooperate well with other employees. From the results of respondents' answers and tests conducted by researchers, it can be concluded that work culture has an effect on the performance of employees of PT. Japfa Comfeed Indonesia Dampit Unit. The results in this study support the two previous studies conducted by Ariyani (2018) and Sumarni (2011) which show that skills affect employee performance.

c. Leadership Style and Work Culture on Employee Performance

Of all the characteristics of the respondents, the respondents' responses to the statement items of the Leadership Style and Work Culture variables presented on the questionnaire averaged respondents answered strongly agree, agree, and quite agree. From the results of filling out questionnaires filled out by 60 respondents, it can be seen that the leadership style of work culture at PT. Japfa Comfeed makes employee performance good as evidenced by employees always trying to carry out all work responsibly, employees trying to meet the company targets given, employees not never come late to the office, employees can complete work on time, employees complete their own responsibilities well, employees feel proud and view the company positively in any situation. From the results of respondents' answers and tests conducted by researchers, it can be concluded that leadership style and work culture affects the performance of employees of PT. Japfa Comfeed Indonesia Dampit unit. The results in this study support the two previous studies conducted by Latief (2016), Hakiki (2019) and Saputra (2017) which show that skills affect employee performance.

Conclusion

Based on the results of data analysis and discussion that has been described in previous chapters, with reference to the formulated hypothesis, it can be concluded several things as follows:

1. Leadership style affects the performance of employees of PT. Japfa Comfeed Indonesia Tbk.
2. Work culture affects the performance of employees of PT. Japfa Comfeed Indonesia Tbk.
3. Whether leadership style and work culture affect the performance of employees of PT. Japfa Comfeed Indonesia Tbk

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