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**THE INFLUENCE OF LEADERSHIP STYLE, ORGANIZATIONAL CULTURE, AND
WORK ENVIRONMENT TO EMPLOYEE PERFORMANCE IN PT NIPPON INDOSARI
CORPINDO, TBK (SARI ROTI) MM2100 CIBITUNG**

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Abstract

Competition in the business world today is increasingly competitive, therefore every company must be able to manage all its human resources effectively and efficiently in order to survive and develop. Human resources that perform well will facilitate the organization to achieve its vision, mission and goals. Without human resources with good performance, it will be difficult for an organization to achieve its stated goals. To improve good human resources one of them is to pay attention to organizational factors, where the organizational factor itself consists of leadership, organizational culture, work environment, and the performance of company employees. This study aims to explain the influence of independent variables, namely leadership style, organizational culture, and work environment with the dependent variable, namely employee performance at PT Nippon Indosari Corpindo, Tbk (Sari Roti) MM2100, Cibitung. This research uses a quantitative descriptive approach which includes descriptive analysis, validity test, reliability test, simple linear regression test, t test, and R2 test supported by the SPSS 22 program. The population used in this study were 79 people who are employees of PT Nippon Indosari Corpindo, Tbk (Sari Roti) MM2100, Cibitung.

Keywords: Leadership Style, Organizational Culture, Work Environment, Employee Performance.

1. Introduction

Human Resources (HR) is the most important asset in an organization, because of its role as the subject of implementing policies and operational activities of the organization. Human resources that perform well will facilitate the organization to achieve its vision, mission and goals. Without human resources with good performance, it will be difficult for an organization to achieve its stated goals. To improve good human resources one of them is to pay attention to organizational factors, where organizational factors consist of leadership, organizational culture, work environment and employee performance. Someone with leadership, organizational culture, a good work environment, and high motivation will have an impact on performance (Emil 2018). In improving good human resources one of them is to pay attention to organizational factors, where organizational factors themselves consist of leadership, organizational culture, work environment, and the performance of company employees. Someone with leadership, organizational culture, a good work environment, and high motivation, the higher the performance (Emil, 2018).

Today's leaders must possess a variety of leadership skills to be effective in an organization. Studying leadership behavior is important because it helps leaders and organizations to fully utilize resources, and not only provides change in the organization but can lead to more efficient organizations (Wahab, Rahmat,

Yusof, & Mohamed, 2016). In addition to leadership, the existence of an organizational culture is also very important, because with the culture it can unite all members in the organization so they know how to interact and work together with each other. By developing a strong organizational culture and effective leadership, companies can achieve effective business performance (Zehir, Ertosun, Zehir, & Muceldili, 2011).

The work environment is one of the important things to support the process of achieving company goals. A work environment that is comfortable and meets the standards of decent needs will contribute to the comfort of employees in carrying out their duties, for example the friendliness of employees' attitudes, mutual respect should be a mandatory requirement to continue to foster the quality of employee thought that ultimately can foster their performance (Mandey & Lengkong, 2015). The better work environment in the workplace will further improve employee performance. Conversely the worse the work environment in the workplace will further reduce employee performance (Djuremi, Hasiolan, & Magdalena, 2016).

PT Nippon Indosari Corpindo, Tbk or abbreviated as PT NIC is one of the bread companies with the largest Sari Roti trademark in Indonesia, for that it must be supported by the availability of quality human resources for the achievement of company goals. Beginning in early 2018, PT. NIC replaced the branch head (branch manager) at the Cibitung plant, which resulted in many changes, one of which was the lack of attention from the branch head towards employees, the concern referred to here was related to employee work. This is evident from the results of interviews about the leadership style that has been done, many employees are of the opinion that employees are required to find their own solutions if employees have work-related problems, while their leaders do not contribute or any solution related to employee work problems.

The leadership style generated by the new branch manager at PT NIC's Cibitung plant also caused many changes to regulations related to organizational culture, one of which was that employees were not allowed to use mobile phones except supervisors, which certainly made employees feel uncomfortable and that resulting in employees not so eager to work. In addition to the leadership style of the branch head (branch manager) and the organizational culture created by him is considered to reduce employee performance at PT NIC, but it turns out that the environment is not good also able to make employees feel disturbed in their work, such as AC originating from Central AC, where the air cooling process is centered on the production area which is then distributed / distributed to all directions or locations such as the office area. Based on the description above, it can be formulated whether the leadership style affects the performance of employees at PT. Nippon Indosari Corpindo, Tbk (Sari Roti)? Does the organizational culture affect the performance of employees at PT. Nippon Indosari Corpindo, Tbk (Sari Roti)? Does the work environment affect the performance of employees at PT. Nippon Indosari Corpindo, Tbk (Sari Roti)?

2. Literature Review

The Performance

Performance comes from the word job performance or actual performance which means work performance or actual achievement achieved by someone. Understanding performance (work performance) is the work of the quality and quantity achieved by an employee in carrying out its functions in accordance with the responsibilities given to him. As for some definitions of performance according to experts as follows:

The definition according to (Mangkunegara, 2014) states that "employee performance is the work of quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to him". According to Kusriyanto in (Mangkunegara, 2014) states that "employee performance is a comparison of the results achieved with the participation of labor per unit time (typically per hour)". Understanding of performance according to (Sedarmayanti, 2014) reveals that "performance is a translation of performance which means the work of an employee, a management process or an organization as a whole, where the results of the work must be demonstrated concretely and measurable (compared to standards) predefined)".

Leadership Style

In carrying out his leadership, a leader usually uses a leadership style that is considered effective to influence his subordinates to show behavior that is in accordance with organizational goals (Emil, 2018).

Leadership Style is a person's ability to creatively and effectively transfer the fundamental prospects of an organization and its members can practice it to be productive, motivated and inspired to give (Tohidi & Jabbari, 2012). According to (Wahyuni, 2015) Leadership style is the way leaders influence employees to work better in order to achieve organizational goals.

Organizational Culture

Organizational culture is related to how employees understand the cultural characteristics of an organization, and not related to whether employees like those characteristics or not. Definition according to (Arianty, 2014) Organizational culture is a shared perception shared by all members of the organization. Meanwhile according to (Hasan, 2016) Culture is the norms and values that direct the behavior of members. Organizational culture can be defined as a "shared basic assumption pattern learned by the group because it solves the problem of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as an appropriate way to understand, think, and feel related to the problem" Schein cited in (Zehir, Ertosun, Zehir, & Muceldili, 2011). The main factors of organizational culture according to Zehir, Ertosun, Zehir, & Muceldili, 2011):

1. Establish organizational procedures.
2. Uniting organizational capabilities into a cohesive whole.
3. Providing solutions to problems faced by the organization.
4. Facilitating the achievement of organizational goals.

Work Environment

The work environment in a company needs to be considered, this is because the work environment has a direct influence on employees. A conducive work environment can improve employee performance and vice versa, an inadequate work environment will reduce employee performance. The condition of the work environment is said to be good if humans can carry out activities optimally, healthy, safe and comfortable. The suitability of the work environment can be seen as a result for a long period of time. A poor work environment can require more labor and time and does not support obtaining an efficient work system design. There are several definitions of work environment according to experts as follows:

The definition according to (Sedarmayanti, 2014) says that "the work environment is the overall tools and materials faced by the surrounding environment in which a person works, his work methods, and work arrangements both as individuals and as groups. The condition of the work environment is said to be good or appropriate if humans can carry out activities optimally, healthy, safe and comfortable ". According to (Mandey & Lengkong, 2015) the work environment is a place where employees can feel comfortable working and expressing, motivating themselves to be able to maintain the quality of work and still be able to feel comfortable while working. While according to (Mandey & Lengkong, 2015) states "the work environment is a place where employees can feel comfortable working and expressing, motivate themselves to be able to maintain the quality of work and still be able to feel comfortable while working. "

From the opinion of experts it can be concluded that the work environment is everything that exists around employees at work both physically and non-physically that can affect employees while working. If the work environment is conducive then employees can be safe, comfortable and if the work environment is not supportive then employees cannot be safe and comfortable.

Framework

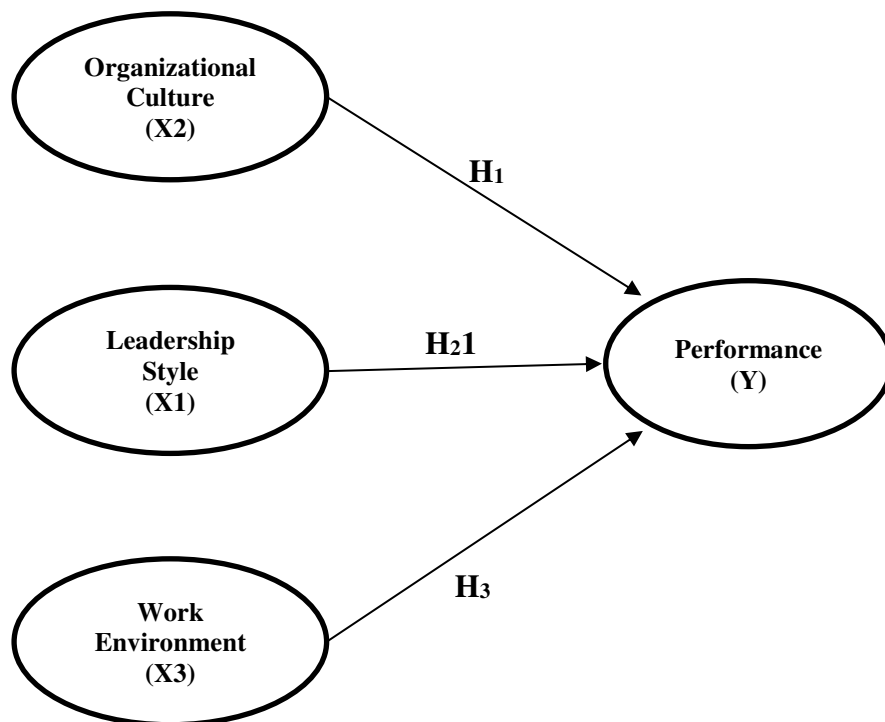


Figure 1. Framework

Source: Researcher data, 2019.

Hypothesis:

H1: Leadership style influences employee performance.

H2: Organizational culture influences employee performance.

H3: Work environment influences employee performance.

3. Methods

This study uses a quantitative approach. The research method used is by collecting primary data on information obtained from respondents. This study aims to explain the influence of Leadership Style, Organizational Culture, and Work Environment with the dependent variable, namely Employee Performance at PT Nippon Indosari Corpindo, Tbk (Sari Roti) MM2100, Cibitung. This study uses the Nonprobability Sampling method, while the sampling method used is saturated or census sampling, which is a sampling technique when all members of the population are used as samples. In this study due to the small and limited population, only 79 employees of PT Nippon Indosari Corpindo, Tbk (Sari Roti) MM2100, Cibitung, then the same number of samples were taken with a population of 79 respondents who were all employees of PT Nippon Indosari Corpindo, Tbk (Sari Roti) MM2100, Cibitung.

4. Results and Discussion

Simple Linear Regression Analysis

Regression analysis in this study was used to examine the influence of leadership style, organizational culture, work environment, on employee performance. The completion of a simple linear regression model was carried out with the help of the IBM SPSS Statistics Program Version 22.0 and the full calculation results can be seen in the appendix. The results are as follows:

Table 1. Results of simple linear regression analysis of Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,837	2,091		3,269	,002
	Leadership Style	-,047	,073	-,077	-,639	,525
	Organizational Culture	,506	,099	,584	5,132	,000
	Work Environment	,124	,054	,255	2,269	,026

Source: *Results of data processing with SPSS 22, 2019.*

Based on Table 5.13 it can be seen the linear regression equation, namely:

$$Y = 6,837 + (-0.47) X_1 + 0.56X_2 + 0.124X_3$$

From this equation can be explained as follows:

1. Constants (a) = 6,837

This means that if the leadership style, organizational culture, work environment variables are considered non-existent, then the employee's performance is 6.837.

2. Coefficient b1 = -0.47

This means that if the organizational culture and work environment variables are fixed and leadership style is increased by one unit, employee performance has increased by -0.47 units.

3. Coefficient b2 = 0.506

This means that if the leadership style and work environment variables are fixed in value and organizational culture is increased by one unit, employee performance has increased by 0.506 units.

4. Coefficient b3 = 0.124

This means that if the leadership style and organizational culture variables are fixed in value and the work environment is increased by one unit, employee performance has increased by 0.124 units.

Hypothesis test

To prove the truth of the hypothesis used the Statistical Test t and the Determinant Coefficient Test (R²)

T Test (Partial Testing)

Testing with t test is intended to determine the significance of the effect of each independent variable on the dependent variable partially. T value testing is carried out with two sides which are used to test the hypothesis. The test results obtained from the significance test with SPSS for Windows

Version 22.0. The t test results can be seen in the appendix. The results of the t test can be briefly seen in table 4.14 below:

Table 2. T test results

Variable	TValue	T _{table}	Sig	Conclusion
Leadership Style	4,792	1,9921	0,00	H01 Rejected
Organizational Culture	8,254	1,9921	0,00	H02 Rejected
Work Environment	5,837	1,9921	0,00	H03 Rejected

Source: Results of data processing with SPSS 22, 2019.

1. Leadership Style on Employee Performance

From the results of data analysis, the results of the t test of Leadership Style variables have $t = 4.792$ while t_{table} at a significance level of 5% or $0.05 / 2 = 0.025$ with $df = 79-3-1 = 75$ is 1.9921. Because $t_{count} > t_{table}$ ($4,792 > 1,9921$), H01 is rejected. In conclusion, leadership style has a significant effect on employee performance. It can be seen that the probability (significance) of 0.00 is smaller than 0.05 ($0.00 > 0.05$) then H01 is rejected, in conclusion leadership style has a significant effect on employee performance.

2. Organizational Culture of Employee Performance

From the results of data analysis, the results of the t test of organizational culture variables have $t = 8.254$ while the t_{table} at the significance level of 5% or $0.05 / 2 = 0.025$ with $df = 79-3-1 = 75$ is 1.9921. Because $t_{count} > t_{table}$ ($8,254 > 1,9921$), H02 is rejected. In conclusion, organizational culture has a significant effect on employee performance. It can be seen that the probability (significance) of 0.00 is smaller than 0.05 ($0.00 > 0.05$) then H02 is rejected, in conclusion organizational culture has a significant effect on employee performance.

3. Work Environment on Employee Performance

From the results of data analysis, the results of the t test of work environment variables have $t_{count} = 5.837$ while the t_{table} at the significance level of 5% or $0.05 / 2 = 0.025$ with $df = 79-3-1 = 75$ is 1.9921. Due to $t_{count} > t_{table}$ ($5.837 > 1.9921$), H03 is rejected. In conclusion, the work environment has a significant effect on employee performance. It can be seen that the probability (significance) of 0.00 is smaller than 0.05 ($0.00 > 0.05$) then H01 is rejected, in conclusion the work environment has a significant effect on employee performance.

Determinant Coefficient Test (R²)

Table 3. Test the coefficient of determinant (R²)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df 2	Sig. F Change
1	.710 ^a	.504	.485	2,196	.504	25,441	3	75	.000

Source: Results of data processing with SPSS 22, 2019.

From the above data it can be concluded that the magnitude of the influence of leadership style variables, organizational culture and work environment on employee performance is 0.485 or 48.5% while the remaining 51.5% is influenced by other factors outside the study.

5. Conclusion

The various calculations above, it turns out both from the descriptive statistical calculations and the regression test and t test concluded that the independent variables (ie leadership style, organizational culture, and work environment) have a positive, direct and significant influence on the dependent variable (employee performance) conducted partially (separately) Positive, direct and significant influence, meaning that if the variables of leadership style, organizational culture, and work environment are improved, the employee performance variable will also increase. Vice versa, if the independent variable has decreased, it will be followed by a decrease in employee performance variables. Thus, it has implications, if PT Nippon Indosari Corpindo, Tbk (Sari Roti) intends to improve employee performance, it must pay attention to leadership style, organizational culture, and work environment factors as the dominant factors that influence it.

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