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Analysis Of The Effect Of Implementing Work Culture And Leadership Style On Employee Performance Levels

Dio Damara[1], Didin Solehudin[2], Dewi Astuti[3]
[1,2,3]Universitas Bina Sarana Informatika

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ABSTRACT
In this study, researchers were interested in researching with the aim of finding out how much influence the partial and simultaneous application of work culture and leadership style has on employee performance. This research uses a quantitative method approach with data collection techniques through distributing questionnaires and is supported by secondary data. The data analysis method used in this research is multiple linear regression analysis. The number of samples used was 50 respondents from employees of the Administration section of Radio Republik Indonesia (RRI) Jakarta, the sampling technique used was saturated sampling. The results of this research show that partially the Work Culture variable (X1) has an influence of tcount 4.056 >ttable 2,012 and Leadership Style (X2) is tcount 3,089 >ttable 2,012. Simultaneous test results obtained a count of 28,917 > F table 3.20. So simultaneously there is a positive and significant influence on the performance of (Y) Radio Republik Indonesia (RRI) Jakarta employees. The employee performance variable can be explained by work culture and leadership style variables of 55.2% and the remaining 44.8% is explained by other variables not tested in this research.

Corresponding Author:
Dio Damara
Universitas Bina Sarana Informatika
diodamaraaa@gmail.com

INTRODUCTION

In the era of modernization and globalization, improving the quality of Human Resources (HR) has become very important for organizations or companies in achieving their success and goals [1][2]. HR is a key element in management which acts as the main driver in an organization or company. To achieve effective management, a company must have employees who are knowledgeable, highly skilled, contribute to the company's vision and mission, and have a strong work ethic [3][4]. However, human resources in Indonesia still face many challenges, such as low quality compared to other countries, which are caused by education, economic and social welfare, and employment. A good work culture in Indonesia is guided by philosophy, norms and customs, and has a significant influence on employee performance. A productive, creative and innovative work culture is very necessary to adapt to the demands of the globalization era [5][6].

Apart from work culture, leadership style also influences employee performance. An effective leadership style can create a comfortable and safe work environment, allowing

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employees to work optimally and improve their performance. Employee performance, which is measured by work results in quality and quantity, is the main benchmark for achieving organizational goals [7][8].

Table 1. Employee Performance Assessment

A. Performance Results	2022		2023		2024	
	Weight	Score	Weight	Score	Weight	Score
1. Quantity(output)	15%	12.8	15%	11.95	15%	12.5
2. Quantity (quality)	15%	13.4	15%	11.75	15%	12.1
3. Effectiveness	10%	14.8	10%	13	10%	11.35
4. Efficiency	10%	8.5	10%	8	10%	4.5
5. Precision	10%	9	10%	7	10%	8
B. Work Behavior						
1. Integrity	10%	9	10%	8	10%	9
2. Responsibility	10%	9	10%	9	10%	7
3. Collaboration	10%	8	10%	8	10%	8
4. Discipline	10%	5	10%	4.5	10%	4.5
Amount	100%	89.50	100%	81.20	100%	76.95

However, it can be seen from the performance assessment of Radio Republik Indonesia (RRI) Jakarta employees from 2022 to 2024 that it shows a decline, from 89.50 in 2022, to 81.20 in 2023, and 76.95 in 2024. This shows that employee performance has not met expectations company. The main problem at RRI Jakarta is the human resource management aspect, especially the implementation of work culture and leadership style. Implementing a good work culture and effective leadership is very important to improve employee performance.

METHODOLOGY

This research is designed using a quantitative approach and a descriptive method, chosen because it is considered capable of providing a detailed depiction of the population's characteristics while allowing for the testing of the hypotheses that have been formulated. In its implementation, this research relies on comprehensive statistical analysis to produce clear and accurate interpretations of the data related to the variables being studied [9].

The population focused on in this study consists of 50 employees of Radio Republik Indonesia (RRI) Jakarta. Given the relatively small population size, a saturated sampling technique is applied, so that all members of the population are included as research samples, totaling 50 respondents [10].

This research is conducted at Radio Republik Indonesia (RRI) Jakarta, located at Jalan Medan Merdeka Barat No. 4-5, Central Jakarta. The data collection process lasts for three months, starting from the date of issuance of the research permit until all the necessary data is successfully gathered. The data collected in this study includes both primary and secondary data.

To collect the data, this research employs several methods. Questionnaires are used as the primary instrument for obtaining direct data from respondents. Additionally,

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interviews are conducted to deepen the information obtained from the questionnaires and to gain a more comprehensive understanding of the research topic. Field observations are carried out to understand the context and conditions of the research environment, while literature studies are used to obtain relevant secondary data that supports the research analysis. All collected data is then analyzed using SPSS software version 26 [11].

In terms of data analysis, this study involves a series of statistical tests to ensure the validity and reliability of the instruments used, as well as to examine data distribution and relationships between variables. A validity test is conducted to ensure that the research instruments can accurately measure the variables, while a reliability test is applied to assess the consistency of respondents' answers to the questions in the questionnaire. A normality test is used to check whether the independent and dependent variable data in the regression model is normally distributed, while a heteroscedasticity test is applied to ensure there is no variance inequality in residuals across different observations. Additionally, a multicollinearity test is performed to identify any correlation between independent variables in the regression model [12].

Hypothesis testing in this study is conducted through a T-test to assess the partial effect of each independent variable on the dependent variable, as well as an F-test to evaluate the simultaneous effect of all independent variables on the dependent variable. A coefficient of determination test is also performed to measure the extent to which the independent variables collectively explain the variation in the dependent variable. With this structured research approach, it is hoped that the results obtained can provide significant contributions to understanding the phenomena being studied, as well as offering valuable insights for the development of knowledge in the related field [13].

FINDINGS AND DISCUSSION

Validity Test

Table 2. Validity Test Results

Statement Items	rcount	rtable	Condition	Conclusion
Item X1.1	0.601	0.279	rcount > rtable	Valid
Item X1.2	0.595	0.279	rcount > rtable	Valid
Item X1.3	0.547	0.279	rcount > rtable	Valid
Item X1.4	0.550	0.279	rcount > rtable	Valid
Item X1.5	0.581	0.279	rcount > rtable	Valid
Item X1.6	0.650	0.279	rcount > rtable	Valid
Item X1.7	0.512	0.279	rcount > rtable	Valid
Item X1.8	0.523	0.279	rcount > rtable	Valid
Item X1.9	0.562	0.279	rcount > rtable	Valid
Item X1.10	0.559	0.279	rcount > rtable	Valid
Item X2.1	0.607	0.279	rcount > rtable	Valid
Item X2.2	0.506	0.279	rcount > rtable	Valid
Item X2.3	0.513	0.279	rcount > rtable	Valid
Item X2.4	0.549	0.279	rcount > rtable	Valid
Item X2.5	0.551	0.279	rcount > rtable	Valid

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Statement Items	rcount	rtable	Condition	Conclusion
Item X2.6	0.476	0.279	rcount > rtable	Valid
Item X2.7	0.525	0.279	rcount > rtable	Valid
Item X2.8	0.548	0.279	rcount > rtable	Valid
Item X2.9	0.514	0.279	rcount > rtable	Valid
Item X2.10	0.626	0.279	rcount > rtable	Valid
Item Y.1	0.515	0.279	rcount > rtable	Valid
Item Y.2	0.579	0.279	rcount > rtable	Valid
Item Y.3	0.592	0.279	rcount > rtable	Valid
Item Y.4	0.666	0.279	rcount > rtable	Valid
Item Y.5	0.671	0.279	rcount > rtable	Valid
Item Y.6	0.801	0.279	rcount > rtable	Valid
Item Y.7	0.752	0.279	rcount > rtable	Valid
Item Y.8	0.566	0.279	rcount > rtable	Valid
Item Y.9	0.543	0.279	rcount > rtable	Valid
Item Y.10	0.565	0.279	rcount > rtable	Valid

Based on the data in table 2 above are the results of data validity tests related to the Employee Performance variable (Y). The test results using rtable showed that the significance of all items was smaller than alpha (α=0.05) while the rtable value for a sample of 50 with significance (α=0.05) was 0.279 (df = n-2; 50-2 = 48) indicating all items from the three variables has a calculated r value greater than the table r value (0.279). So it can be concluded that all the items in this statement can be said to be valid and suitable for use for further testing in this research.

Reliability Test

Table 3. Reliability Test Results

Variable	Cronbach's Alpha value	Information
Work Culture (X1)	0.762	Reliable
Leadership Style (X2)	0.726	Reliability
Employee Performance Level (Y)	0.819	Reliabel

Based on the data in table 3 above, the results of the reliability test on the Work Culture variable (X_1) are 0.762, the Leadership Style variable (X_2) is 0.726 and the Employee Performance variable (Y) is 0.819. Thus it can be concluded that the data obtained from the entire instrument can be declared reliable.

Classical Assumption Test

Normality Test

Table 4. One-Sample Kolmogorov-Smirnov Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residuals
N		50
Normal Parameters, b	Mean	.0000000
	Std. Deviation	2.96419516
Most Extreme Differences	Absolute	,090

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	Positive	,090
	Negative	-.055
Statistical Tests		,090
Asymp. Sig. (2-tailed)		,200c,d

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.

Based on table 4 above, it can be seen the value of the Asymp results. Sig. (2-tailed) Kolmogorov-Smirnov normality test results are 0.200 greater than (>) 0.05. It can be concluded that the residual data is normally distributed so that the instrument is suitable for use and further testing.

Heteroscedasticity Test

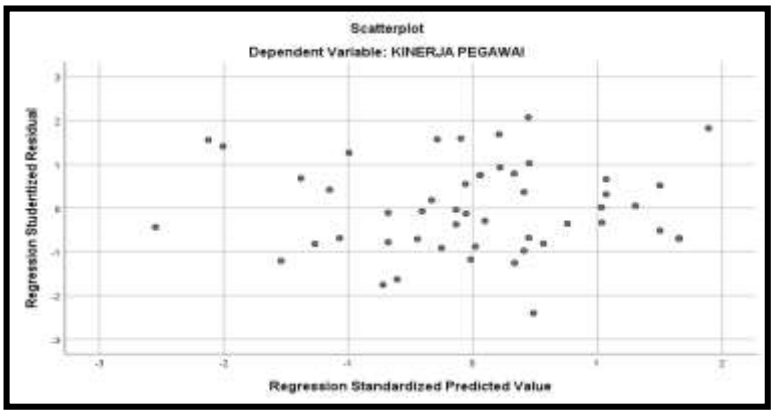

Figure 1. Heteroscedasticity Test Results

Based on Figure 1 above, the plotting points in the Scatterplot image spread upwards or downwards and do not form a particular pattern, it can be concluded from this instrument that there are no symptoms of heteroscedasticity.

Multicollinearity Test

Table 5. Multicollinearity Test Results

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3,657	4,498		,813	,420		
	Work Culture	,511	.126	,477	4,056	,000	,690	1,448
	Leadership Style	,386	.125	,363	3,089	,003	,690	1,448

a. Dependent Variable: Employee Performance

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Based on table 5 above, it can be seen that the Tolerance value for the Work Culture variable (X_1) and the Leadership Style variable (X_2) is 0.690 which is greater (>) than 0.10 and the VIF value for the Work Culture variable (X_1) and the Leadership Style variable (X_2) is 1.448 smaller than (<) 10.00. So it can be concluded that the data obtained from the 50 employee respondents' answers as samples in this study, all independent variables (X_1) and (X_2), indicate that there are no symptoms of multicollinearity in the dependent variable (Y).

T Test (Partial)

Table 6. T Test Results (Partial)

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,657	4,498		,813	,420
	Work Culture	,511	.126	,477	4,056	,000
	Leadership Style	,386	.125	,363	3,089	,003

a. Dependent Variable: Employee Performance

Based on the calculation results in table 6, namely the results of the T Test (Partial), it can be seen that the calculated value of the independent variable Work Culture (X1) on Employee Performance (Y) is 4.056. Meanwhile, the ttable value with significance (α=0.05) with the formula (df = nk-1 ; 50-2-1 = 47) is 2.012. Then it can be seen that the calculated value is 4.056 > ttable is 2.012 and the significance value (0.000) < 0.05, which means that Ho1 is rejected and Ha1 is accepted. So from the results of these calculations it can be concluded that the Work Culture variable (X_1) partially has a positive and significant effect on Employee Performance (Y) of Radio Republik Indonesia (RRI) Jakarta.

Furthermore, it can be seen that the calculated value of the Leadership Style variable (X_2) on employee performance (Y) is 3.089. Then it can be seen that the calculated value is 3,089 > ttable is 2.012 and the significance value is (0.003) < 0.05, which means that Ho2 is rejected and Ha2 is accepted. From the results of these calculations it can be concluded that the Leadership Style variable (X_2) partially has a positive and significant effect on Employee Performance (Y) of Radio Republik Indonesia (RRI) Jakarta.

F Test (Simultaneous)

Table 7. Results F Test (Simultaneous)

ANOVAa						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	529,784	2	264,892	28,917	,000b
	Residual	430,536	47	9,160		
	Total	960.320	49			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Leadership Style, Work Culture

Based on the calculation results in table 7, the F Test Results (Simultaneous) show that the F count obtained is 28.917. Furthermore, the Ftable value with significance

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(α=0.05) using the formula (df = nk-1 ; 50-2-1 = 47) is 3.20. So the value of Fcount > Ftable is 28,917 > 3.20 and significance (0.000 < 0.05). Thus, it can be concluded that simultaneously or together there is a positive and significant influence between the variables Work Culture (X_1) and Leadership Style (X_2) on Employee Performance (Y).

Coefficient of Determination

Table 8. Coefficient of Determination Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.743a	,552	,533	3,027
a. Predictors: (Constant), Leadership Style, Work Culture				

Based on table 8, the results of the Coefficient of Determination Test can be seen that the value of R Square is 0.552, which means that there is an influence of Work Culture (X_1) and Leadership Style (X_2) on Employee Performance (Y) of 55.2%. Meanwhile, the remaining 44.8% (100% - 55.2%) was influenced by other variables not tested in this study.

CONCLUSION

Based on the research results and discussion above, the following conclusions can be drawn in this research: Based on the calculation results in the T Test (Partial Work Culture variable (X_1), the tcount result was 4.056, greater (>) than the ttable of 2.012 and the significance value obtained was 0.000 <0.05. So it can be concluded that the hypothesis (Ha1) is accepted which is It can be interpreted that partially there is a positive and significant influence between Work Culture on Employee Performance (Y) Radio Republik Indonesia (RRI) Jakarta. Based on the calculation results in the T Test (Partial) for the Leadership Style variable (X_2), the tcount result was 3.089 which was greater (>) than the ttable of 2.012 and the significance value obtained was 0.003<0.05. So it can be concluded that the hypothesis (H_{a2}) is accepted which can be partially interpreted as having a positive and significant influence between Leadership Style (X_2) on Employee Performance Level (Y) Radio Republik Indonesia (RRI) Jakarta. Based on the results of the F test (Simultaneous Test) in this research, the calculated F value was 28,917 > Ftable 3.20 and a significance value of 0.000 < 0.05 was obtained so that it can be concluded that the variables Work Culture (X_1) and Leadership Style (X_2) together -the same or simultaneously has a positive and significant effect on the Performance Level of Employee(Y) Radio Republik Indonesia (RRI) Jakarta. Based on the results of the Determination Coefficient Test (R^2), an R Square value of 0.552 was obtained so that it can be concluded that the Implementation of Work Culture (X_1) and Leadership Style (X_2) has a large influence on Employee Performance Level (Y), namely 55.2% while The other 44.8% was influenced by other factors not explained or tested in this study.

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