



Organizational Culture and Leadership Style Against Employee Performance

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Abstract

This study empirically examines the Influence of Organizational Culture on Employee Achievement; and the influence of Leadership Style on Employee Performance. This research is a quantitative study, which uses primary data in the form of a questionnaire to collect data. This study population was the employees of Burger King at one of the outlets in the city of Makassar. Tests conducted are validity and reliability tests, classic assumption tests using normality tests, heteroscedasticity tests, and multicollinearity tests. Also, hypothesis testing uses multiple linear regression using the SPSS version 25 application. This study indicates that: organizational culture does not affect employee job performance; Leadership Style has a positive and significant effect on employee performance. Coefficient of determination R² shows the value of 0.410, which shows the influence of the variables studied, organizational culture, and leadership style on job performance variables amounted to 41.0%. In comparison, variables or other factors influence the remaining 59.0%.



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1 Introduction

Company competition is becoming more intense and complex due to globalization, particularly since the Corona Virus 19. Every company must improve things related to each company and be more responsive to survive and develop. All things must be considered and improved, especially in the aspect of human resources. Human resources are one of the most critical factors that can not be separated from an organization. Regardless of the type of company, whether it is an individual company, a company with legal status, or a company that is not a legal entity. In addition, human resources are also a factor that influences the development of a company. Every company or institution will strive to continuously improve its employees' work performance to achieve predetermined goals. Therefore, both private and government, every company or institution, generally believes that to achieve excellence, it is necessary to strive for the highest individual work

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performance because individual work performance affects the performance of a team or workgroup and ultimately affects the performance of the organization as a whole. Various ways can be taken to improve employee work performance, including creating an organizational culture and leadership style based on employee expectations. Organization and employees are two things that need each other. If employees are successful in bringing progress to a company, both parties will obtain the benefits. For employees, success is an actualization of self-potential and an opportunity to meet their daily needs. Meanwhile, for a company, success is a means to growth and development of a company.

Efforts to improve employee performance in addition to organizational culture and leadership styles also need to be considered. An ideal leader must have a good leadership style so that it can improve employee work performance. A leader needs to pay attention to the leadership style in influencing, directing the activities of his group members, and coordinating the members' goals and organizational goals so that both can be achieved. A good leadership style is a leadership style that can provide work motivation to subordinates. Human resources have a significant role in an organization or company, especially when compared to other resources. Through the potential possessed by humans, organizations can achieve success in achieving the goals that have been set. Thus, human resources can be said to be a determining factor for success in organizations in achieving goals. Organizational culture is a pattern, norms, beliefs, and values that apply in a company. These patterns, norms, beliefs, and values can influence the actions or behavior of human resources or employees in a company so that they have implications for employees' work performance in an organization or company. According to (Tobari, 2015), organizational culture is the organization's beliefs and values that are understood, imbued, and practiced by the organization. So that this pattern gives its meaning and becomes the basis for the rules of behavior in the organization, in addition to organizational culture, a company's success in achieving its goals can be influenced by the Leadership Style. Brahmasari & Suprayetno, (2008) argues that leadership is an effort to influence many people through communication to achieve goals, how to influence people with directions or orders, actions that cause others to act or respond and cause positive change, an essential dynamic force that motivates and coordinates organization to achieve goals, the ability to create self-confidence and support among subordinates so that organizational goals can be achieved.

Burger King, abbreviated as BK, is a chain of fast-food hamburger restaurants with offices in the unincorporated Miami-Dade County, Florida, United States. The company started in 1953 as Insta-Burger King, Jacksonville, Florida, at the base of the chain restaurant. When Burger King was in financial trouble in 1954, two Miami city franchises, David Edgerton and James McLamore, bought the company and then renamed it Burger King. According to (Ariefana & Hapsari, 2018), more than 15,000 burger king outlets have spread worldwide. In Indonesia, in particular, 56 outlets in 2017 spread across various regions in Indonesia such as Java, Bali, and Sumatra. The problem experienced at this fast-food restaurant is the lack of strategies possessed by the ability of its employees so that it can reduce consumer buying interest and the application of organizational culture, which sometimes the policies implemented are constantly changing. If this company still does not improve its HR strategy, it may decline and not develop the same as other food industry companies. BK has the obligation and responsibility for culture and leadership so that it can improve employee performance. According to researchers, the variables of Organizational Culture, Leadership Style, and Work Performance are suitable to be expressed in the phenomena experienced at this BK outlet to encourage employees to be more creative and have strategic ideas to increase consumer buying interest.

According to Prabu, (2002), organizational culture is a belief system, values, and norms that serve as guidelines for the behavior of organizational members to overcome problems that have occurred both externally and internally (Saefullah & Sule, 2006) Organizational culture is always linked to social values and standards, as well as different types of relationships between organizations and individuals, with a culture in the organization that serves as a binding for the organization's success. Furthermore, organizational culture is the values or norms that serve as guidelines in carrying out the activities of an organization. Organizational culture is a force that influences the work-life of employees, which is a habit that is carried out in an organization by representing norms, behavior that is then followed by its members (Agwu, 2014). Organizational culture indicators in this study refer to (Robbins & Judge, 2015), which include: (1) Values, which are how organizational members evaluate or access certain traits in an organization or company; (2) Myth, is a story or legend about an organization and its leaders; (3) Tradition is an important event that is repeated in an

organization; and (4) Norms, are informal regulations that exist within the organization.

Research by (Ping, 2018) which examines the influence of organizational culture variables on employee performance at a restaurant in Yogyakarta, shows that the organizational culture adopted by employees is vital because all employees live the culture built by the company. This strong organizational culture will have an impact on overall organizational performance. Research conducted has proven the influence of organizational culture on employee performance. The study results (Pratiwi Suryanti, 2017) show that partially, organizational culture variables significantly affect employee performance at PT. Fast Food Indonesia (KFC Mataram Case Study, Medan). However, the difference in research is shown by research conducted by (Nasir et al., 2021) in which research conducted at one of the financial services companies in Pinrang district, South Sulawesi, shows that organizational culture does not affect employee performance. Furthermore, according to an interview with one of the company leaders, one of the factors contributing to organizational culture not affecting performance is that employees do the majority of their work individually in making loans, monitoring creditors, and processing creditor data. So, in other words, doing work is very lacking in terms of team orientation, which is one form of implementing an organizational culture.

Organizational culture is closely related to leadership style. Organizational culture will apply social values or standards and relationships between organizations and individuals, individuals here either through employees or employees or employees and their leaders. According to (Thoha, 2013), leadership style is a behavior norm used by a person when that person tries to influence the behavior of others as he sees it. Meanwhile, according to (Zainal et al., 2014), leadership style is a set of characteristics used by leaders to influence subordinates. So that organizational goals are achieved, leadership style is a pattern of behavior and strategies that are liked and often applied by a leader. Furthermore (Zainal et al., 2014) states that there are four types or styles of leadership, namely (1) directing. This style is the same as the autocratic style, so subordinates know precisely what is expected of them; (2) supportive, the leader is friendly to subordinates; (3) participate, the leader asks questions and uses suggestions from subordinates; and (4) task-oriented, the leader sets a challenging set of goals for his subordinates. A wise adage says you can force a horse into the river, but you will not be able to force him to drink. Through this adage, we can also explain the difference between managers and leaders. Managers are people who can force employees to work. A leader, on the other hand, can make employees more advanced, motivated, achievers, and excellers.

Research conducted by Nova, (2018) shows a strong relationship between leadership style and work stress on employee performance. The coefficient of determination is 70.0% of leadership style and work stress simultaneously contributing to employee performance. Simultaneously, there is a significant influence between leadership style and work stress on employee performance. Rosyida & Diana, (2018) proves that the independent variable (X)-communication & work motivation simultaneously has a significant effect on the dependent variable (Y) employee performance, with an Adjuster R Square value of 0.467. While the t-test results show that the communication variable (X1) is the highest or dominant coefficient value compared to the work motivation variable to improve employee performance. It proves that the communication established between employees and between leaders and employees has a share in improving employee performance.

We often hear the term work performance, or an organization or company needs to achieve its goals in the context of HR development. The work performance of an employee in a company is needed to achieve work performance for the employees themselves and the company's success. Job performance results from an employee's work during a specific period compared to various possibilities, such as standards, targets/targets, or criteria determined in advance and mutually agreed upon. According to (Prabu, 2002), work performance results from work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities assigned to him. As for (Hasibuan, 2013), job performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity, and time discipline. Job performance is closely related to performance commonly used in previous studies, (Nasir et al., 2021) revealed that performance is the ability of employees to complete a job assigned to them for a certain period which can be shown in absolute terms and can be measured based on the provisions set by the organization. In this study, work performance uses the indicators put forward by Sutrisno, (2013), namely: (1) Work results, the level of quantity and quality that has been produced, and the extent to which supervision is carried out; (2) Knowledge of work, the level of knowledge associated with work tasks which will have a direct effect on the quantity and

quality of work results; (3) Initiative, the level of initiative during carrying out work tasks, especially in terms of handling problems that arise; and (4) mental agility, level of ability and speed in receiving work instructions and completing work situations.

H1: *Culture has an effect on work performance*

H2: *Leadership style affects work performance*

2 Research Method

This research was conducted at the Burger King Daya outlet in the city of Makassar, South Sulawesi. The research was carried out for three months in mid-2020 when the Covid 19 pandemic broke out in Makassar City. When the research was carried out in detail, pre-research was carried out for one month, data collection was carried out within two weeks, and the preparation of reports was carried out for one and a half months. The sample of this research is the entire population, the employees of Burger King Daya Makassar city, with 45 employees. This study uses a quantitative method with a correlation approach and multiple linear regression. Correlation is intended to determine the relationship between the variables of organizational culture, leadership style, and work performance. In contrast, multiple linear regression is intended to determine the effect of independent variables on the dependent variable.

The data collection method in this study used a questionnaire distributed to 45 employees, the preparation of research questions based on the indicators of each variable used in this study. Analysis of research data using SPSS software tools through several stages such as validity, reliability, normality test, heteroscedasticity test, and multicollinearity test. Furthermore, the R-test, F test (simultaneous), and t-test (partial) were conducted to answer the research hypothesis that sees the massive influence of each variable independent on variable dependent either partially or simultaneously (Malhotra, 2019).

The data analysis process uses multiple regression methods with formulas:

Description :

Y	= Work performance
b1 – b2	= Regression coefficient
a	= Constant
e	= Standard error
X1	= Organizational culture
X2	= Leadership Style

Table 1. Operational Variables

Variable (Source)	Indicator	Scale	likert
Organizational culture (Robbins & Judge, 2015)	values, mites, traditions, norms.		
Leadership Style (Zainal et al., 2014)	directing, supporting, participating, and task-oriented.	Ordinal	1 – 5
Work Performance (Sutrisno, 2013)	work results, knowledge of work, initiative, and mental agility		

3 Result and Discussion

Result

In this study, the data that has been collected will be processed using the SPSS tool, where the initial step of the analysis carried out is to test the quality of the data to assess the accuracy and feasibility of research data

through validity and reliability tests.

A questionnaire is reliable if the respondent's answer to the question is consistent over time (Ghozali, 2011). According to Nunnally (1960), a variable is said to be reliable if the Cronbach's Alpha value is > 60% (Ghozali, 2011). Cronbach's Alpha value if it is 60% higher, according to (Sekaran & Bougie, 2016) reliability is less than 0.6, is acceptable, and above 0.8 is good for organizational culture (X1), leadership style (X2), and work performance (Y). The results of the validity & reliability test in this study are presented in the table 2.

Table 2 Validity and Reliability Test

Code	R Calculated	R Critical	R table (n = 45)	Info	Reliability Coefficient	Cronbach Alpha	Info
Organizational culture (X1)							
X1.1	0,640	0,30		Valid			
X1.2	0,684	0,30		Valid			
X1.3	0,822	0,30	0,201	Valid	0,699	0,60	Reliabel
X1.4	0,746	0,30		Valid			
Leadership Style (X2)							
X2.1	0,494	0,30		Valid			
X2.2	0,827	0,30		Valid			
X2.3	0,870	0,30	0,201	Valid	0,749	0,60	Reliabel
X2.4	0,806	0,30		Valid			
Work Performance (Y)							
Y1.1	0,629	0,30		Valid			
Y1.2	0,802	0,30		Valid			
Y1.3	0,785	0,30	0,201	Valid	0,688	0,60	Reliabel
Y1.4	0,651	0,30		Valid			

The heteroscedasticity test aims to see whether there is an inequality of variance from one residual to another. A good model is obtained if there is no specific pattern on the chart, such as gathering in the middle, narrowing then widening, or vice versa, widening then narrowing. The multicollinearity test aims to see whether there is a high correlation between the independent variables in a multiple linear regression model. If there is a high correlation between the independent variables, then the relationship between the independent variables and the dependent variable will be disturbed. The test multicollinearity can be seen from the tolerance value and the VIF (Variance Inflation Factor) value. If the VIF value is less than 10 and the tolerance value is less than 0.1, the model is said to be free of multicollinearity (Sunjoyo et al., 2013).

Table 3. Multicollinearity Test Results

Model	Variable	Collinearity Statistics	
		Tolerance	VIF
	(Constant)		
1	Organizational culture (X1)	.520	1.038
2	Leadership Style (X2)	.520	1.038

Hypothesis Testing, this study has used multiple regression analysis, has presented data quality tests and previous classical assumption tests, and summary results regarding multiple regression analysis and hypothesis testing in this study are presented in the following table 4 :

Table 4. Regression Test Table

Variable	Regression Coefficient		T-Calculated	Sig.
	B	Std. Error		
(Constant)	1,767	0,512	3,450	.001
Organizational Culture (X1)	0,151	0,118	1,283	.000
Leadership Style (X2)	0,464	0,114	4,057	.000
R Value	0,640 ^a			
R2 Value	0,410			
T Table	2,0141			

Based on table 4, the multiple linear regression model can be obtained as follows: $Y = 1.767 + 0.151 X1 + 0.464 X2 + e$. This, it can be explained that the constant is 1.767, which if there is no change in the independent variable, the work performance value is 1.767. In an organizational culture (X1), the regression coefficient value shows 0.151. In this study, it is seen from the t value that there is no influence of organizational culture on work performance. So, whatever the value that is in the regression coefficient (X1) cannot change the value of work performed on other variables, namely leadership style (X2) shows the t value is greater than the t table, so that if the regression coefficient value of the variable leadership style increases by 1 % then it will be followed by an increase in work performance of 0.464.

Discussion

Based on the above research results, although this study found positive results with significant values, organizational culture can not influence work performance. It can be seen from the t value < t table. It means that even though the organizational culture has high or even small values, it will not improve work performance. This study is in line with research (Nasir et al., 2021) which reveals that organizational culture will not affect work performance. This study finds that organizational culture contains values that employees should use as guidelines or guidelines in carrying out their work to achieve company goals. However, research conducted at one of the BK outlets in Makassar City shows that the organizational culture at the outlet will not affect the work performance of its employees. One of the reasons that can be attributed is that employees perform their tasks individually at this BK outlet. There is no connection between one task and another. Because of a change in work rhythm due to the Cov 19 pandemic. conducted by (Pratiwi Suryanti, 2017) and (Ping, 2018), who revealed that organizational culture is closely related and has a positive impact on employee performance.

This study also reveals another matter where it finds a positive and significant effect of leadership style on work performance. It means that when the leadership style gets bigger, it will increase work performance. According to (Sutikno, 2014), it is stated that leadership in an organization is directed to influence the people they lead so that they are willing to act as expected or directed by others who lead them. According to (Thoha, 2013), leadership style is a behavior norm used by a person when that person tries to influence the behavior of others as he sees it. Meanwhile, according to (Zainal et al., 2014), leadership style is a set of characteristics used by leaders to influence subordinates so that organizational goals are achieved, or it can also be said that leadership style is a pattern of behavior and strategies that are liked and often applied by a leader. This research strengthens the research conducted (Zahrotur Rosyida & Nur Diana, 2018) that there is a significant influence between the independent variables of communication and motivation on employee performance variables as the dependent variable.

4 Conclusions

Based on the research results and conclusions above, the suggestions in this study are as follows: (1) provide an understanding of the application of organizational culture to employees as a whole to be a driving force to improve work performance. (2) It is hoped that the existing policies are to maintain the indicators of the current leadership style. In the future, the challenges to improving work performance will be heavier due to the Cov 19

pandemic. (3) Leaders must always carry out evaluations themselves so that the leadership system that has been implemented so far is more targeted, and it is hoped that in the future, it will be better and provide more benefits to its employees.

Whereas this research was only conducted at one of the Burger King outlets in Makassar City, the results, conclusions, or suggestions given do not reflect all Burger King outlets in Indonesia, especially in Makassar City. It is inseparable from the limitations of each study conducted.

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