



THE INFLUENCE OF LEADERSHIP STYLE AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE AT CV WIRA AMERTA

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ABSTRACT

This study aims to analyze the influence of leadership style and organizational culture on employee performance. This study used a sample of 16 respondents who had worked for approximately three years. Data were collected through questionnaires, observation, and documentation. Data analysis techniques used SPSS, including validity tests, reliability tests, normality tests, multicollinearity tests, multiple linear regression analysis, and hypothesis testing. The results showed that leadership style and organizational culture influence employee performance.

Keywords : Leadership style, Organization culture and Employee performance

A. INTRODUCTION

The era of globalization has made competition between companies increasingly fierce and complex. Therefore, every company must make improvements in various areas and respond more quickly to survive and thrive. Things that need to be improved in all aspects, especially those related to human resources (HR). Therefore, attention to human resources (HR) in every company is crucial to maintaining the company's sustainability. This includes aspects of health, compensation, and occupational safety of employees in the company. Various factors, including leadership style and organizational culture, can influence the performance of human resources or employee behavior in an organization. In this case, leadership style and organizational culture can influence employee performance in the company.

In an increasingly competitive business world, every company needs a qualified workforce capable of adapting to rapid change. One factor that can influence workforce quality is the leadership style implemented by managers or leaders within the company. Furthermore, the organizational culture within a company also significantly influences employee behavior and interactions in the workplace.

Leadership style, according to (Tampubolon, 2022), is defined as a leader's attitude or behavior in exercising their leadership, which impacts those they lead, enabling them to perform better and achieve planned goals. According to (Waluyo and Ismirah, 2016), "organizational

culture" refers to a set of fundamental principles and beliefs held by organizational members, which are passed down to address the challenges of internal integration and external adjustment.

Performance can be defined as the result of efforts made by individuals, teams, or organizations to achieve predetermined goals. Performance is often measured based on the effectiveness, efficiency, and quality of the work produced. Beyond just the end result, performance also encompasses the processes undertaken, the achievement of existing targets, and how resources are managed to achieve predetermined goals. (Syamsuriansyah, 2021) states that the most frequently used method for assessing and rewarding individual performance is through performance evaluation. This process includes assessing employee performance, developing development plans, and communicating results to employees: productivity, quality, punctuality, cooperation, communication, and compliance.

CV. Wira Amerta is a company that works in the field of construction services, located in Pagerwojo Village, RT 18, RW 05, Buduran, Sidoarjo. It was founded on November 18, 2022, by Sugiyanto, a professional in the field of civil engineering who has more than 16 years of expertise in handling small to medium-scale construction projects. Based on observations of the phenomena that occur in CV Wira Amerta employees who focus on construction services, employee performance is a very crucial factor in achieving company goals. Although the company has implemented various strategies to manage human resources, employee performance still experiences considerable instability. Therefore, this research is very necessary to understand how much influence the leadership style and organizational culture used by leaders in the company have on employee performance.

B. RESEARCH METHODOLOGY

This research applies a descriptive method using a quantitative approach. According to (H Mulyanto, 2010) "an objective research approach, emphasizing theory testing through measuring research variables with numbers and conducting data analysis with statistical testing methods." Quantitative research is a type of research that uses more objective qualities, reviews, and disclosures based on specific problems, so it has one independent dimension (involvement with the object being studied is very little or nonexistent). Data collection techniques use questionnaires, observation, and documentation. Data analysis techniques in this study include normality tests, multicollinearity tests, multiple regression analysis tests, and hypotheses tests using IBM SPSS Statistics 25. According to (Sugiyono, 2019), random sampling is a simple sampling technique. To determine the number of samples to be tested in this study, the Slovin formula was used to determine the sample size, namely 16 respondents.

C. RESEARCH RESULTS AND DISCUSSION

VALIDITY TEST AND REALIBILY TEST

After distributing the questionnaire to 16 respondents, the following are the results of the analysis test:

Table 1 Validity Test

Variabel	Question	r hitung	r tabel	Description
Leadership Style	X1_1	0,719	0,497	Valid
	X1_2	0,529	0,497	Valid
	X1_3	0,781	0,497	Valid
	X1_4	0,771	0,497	Valid
	X1_5	0,879	0,497	Valid
	X1_6	0,843	0,497	Valid
	X1_7	0,755	0,497	Valid
	X1_8	0,858	0,497	Valid
	X1_9	0,783	0,497	Valid
Organizational Culture	X2_1	0,909	0,497	Valid
	X2_3	0,677	0,497	Valid
	X2_4	0,827	0,497	Valid
	X2_5	0,766	0,497	Valid
	X2_6	0,792	0,497	Valid
	X2_7	0,776	0,497	Valid
	X2_8	0,779	0,497	Valid
	X2_9	0,794	0,497	Valid
	y1	0,695	0,497	Valid
Employee Performance	y2	0,638	0,497	Valid
	y3	0,704	0,497	Valid
	y4	0,823	0,497	Valid
	y5	0,789	0,497	Valid
	y6	0,647	0,497	Valid
	y7	0,738	0,497	Valid
	y8	0,571	0,497	Valid
	Y9	0,629	0,497	Valid

Source: Researchers manage

Table 2 Reliability Test

Variabel	Cronbach's Alpha	Standar	Description
Leadership Style	0,911	0,7	Reliabel
Organizational Culture	0,916	0,7	Reliabel
Employee Performance	0,856	0,7	Reliabel

Source: Researchers manage

Based on the results of the validity test of each variable indicator in the research questionnaire, namely leadership style (X1), organizational culture (X2) and Employee Performance (y) Where the value obtained $r_{count} > r_{table}$ and significance value < 0.05 , it can be concluded that all variable indicators are declared valid. The results of the reliability test show that the Cronbach's Alpha value of the leadership style, organizational culture and employee performance variables is > 0.70 which means the results are trustworthy or reliable.

Table 3 Normality Test**One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		16
Normal Parameters ^{a,b}		
Mean		.0000000
Std. Deviation		2.42241530
Most Extreme Differences		
Absolute		.210
Positive		.130
Negative		-.210
Test Statistic		.210
Asymp. Sig. (2-tailed)		.058 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source: IBM SPSS Statistics 25 output

Table 4 Multikolinearity Test

Coefficients ^a		Collinearity Statistics	
Model		Tolerance	VIF
1	GAYA KEPEMIMPINAN	.741	1.350
	BUADAYAORGANISASI	.741	1.350

a. Dependent Variable: KINERJA KARYAWAN

Source: IBM SPSS Statistics 25 output

The results show that the normality test obtained a significance value of 0.058 because it was >0.05 , indicating that the residual data was normal and could be continued to the next step. The multicollinearity test results showed that the VIF value was 1.350 and the tolerance value was 0.741 for all independent variables. Both independent variables did not experience multicollinearity because the tolerance value was >0.10 and the VIF <10 .

Table 5 Multiple Linear Regression Test

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1	(Constant)	56.286	5.376	10.469	.000
	GAYA KEPEMIMPINAN	-.947	.163	-.985	.000
	BUADAYAORGANISASI	.344	.133	.439	.023

a. Dependent Variable: KINERJA KARYAWAN

Source: IBM SPSS Statistics 25 output

Based on the findings of the multiple linear regression analysis shown in Table 17 above, the following equation can be written:

$$Y = 56.286 + (-0.947)X_1 + 0.344X_2$$

From the equation above, we can formulate and explain its interpretation as follows:

a (constant) = 56.286, meaning that if the independent variables, namely leadership style (X1) and organizational culture (X2), are held constant, then employee performance (Y) will be 0.00 units. b1 = -0.947 indicates that the independent variable, leadership style (X1), has a negative value, thus a negative effect.

b2 = 0.344, it can be concluded that the organizational culture variable (X2) has a positive effect.

Table 6 Parsiality Test

Model	Coefficients ^a			t	Sig.
	B	Unstandardized Coefficients	Standardized Coefficients		
	B	Std. Error	Beta		
1 (Constant)	56.286	5.376		10.469	.000
GAYA KEPERIMPINAN	-.947	.163	-.985	-5.799	.000
BUADAYAORGANISASI	.344	.133	.439	2.584	.023

a. Dependent Variable: KINERJA KARYAWAN

Source: IBM SPSS Statistics 25 output

Table 7 Simulty Test

ANOVA ^a						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1 Regression	228.916	2	114.458	16.904	.000 ^b	
Residual	88.021	13	6.771			
Total	316.938	15				

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Budaya Organisasi, Gaya Kepemimpinan

Based on the analysis, the following conclusions can be drawn:

- Testing Hypothesis 1 (H1): The calculated t-value of -5.799 is greater than the t-table value of 1.746, with a significance level of 0.00 < 0.05. Therefore, it can be concluded that leadership style has a negative influence on employee performance, which is proven to be true.
- Testing Hypothesis 2 (H2): The analysis yielded a calculated t-value of 2.584, which is greater than the t-table value of 1.746, with a significance level of 0.000 < 0.05. Therefore, it can be concluded that organizational culture has a positive influence on employee performance, which is proven to be true.
- Hypothesis Testing 3: Based on the results of the F test according to table 19, the value obtained is 16,904, which is the value of the calculated f and the value of 0.000 as where the value is < 0.05 so that it can be interpreted that there is a simultaneous influence between leadership style and organizational culture on employee performance.

DISCUSSION

1. The Influence of Leadership Style on Employee Performance

The test results indicate that leadership style has a negative coefficient value and is greater than the significance value. This indicates that leadership style has a negative and significant

influence on employee performance. It can be concluded that as the leadership style (likely authoritarian or non-participatory) increases, employee performance tends to decline. The negative calculated t-value and greater than the t-table value confirm the negative influence. It is clear that the leadership style employed by CV Wira Amerta is transactional, emphasizing transactions between leaders and subordinates. This finding aligns with a study (Desnirita & M. Adil Abdurrahman, 2020), which showed that leadership style has a negative and significant impact on employee performance. However, this finding differs from that of Anggada Abim Pramudya et al., 2023, which indicated a positive and significant influence of leadership style on employee performance.(Widawati & Arifin, 2021)

2. The Influence of Organizational Culture on Employee Performance

The test shows that the coefficient value is greater than the significance value. This concludes that organizational culture has a positive influence on employee performance. As organizational culture improves, employee performance also increases. The calculated t-value is greater than the table t-value, indicating a significant influence. The implementation of organizational culture at CV Wira Amerta is evident, as it is deeply embedded and prioritized by employees, enabling them to perform better. This supports the findings of Rosalia Sukma Indayani et al., 2023, which revealed that employee performance is significantly influenced by organizational culture. The findings of Prasada, 2020, also concluded that organizational culture has a positive and significant influence on employee performance.(Nuryadi et al., 2023)

3. The Influence of Leadership Style and Organizational Culture on Employee Performance

The test results show that the calculated F-value is positive and significant, with a significance value of <0.05 . Therefore, it is concluded that both independent variables, leadership style and organizational culture, simultaneously influence employee performance. This can be observed from the relationship between optimal leadership style and a strong organizational culture implemented at CV Wira Amerta, which influences employee performance improvement. This test aligns with (Dedy Trisnadi, 2021), which shows a significant and simultaneous influence between leadership style and organizational culture on performance. Similarly, a test conducted by (M. A. Faishol Zuhri, Musa Hubeis, 2022) explains that leadership style and organizational culture can significantly influence employee performance.(Aryanda et al., 2025).

D. CONCLUSION AND SUGGESTION

CONCLUSION

The analysis aims to determine the influence of leadership style and organizational culture on employee performance. The respondents were 16 employees of CV Wira Amerta Sidoarjo, East Java. Based on the data collected through the questionnaire, the following conclusions are drawn:

1. Leadership style can have a negative (-) and significant effect on employee performance. This is because the coefficient value is negative $>$ the significance value and the calculated t-value is negative and $>$ the t-table value.
2. Organizational culture has a significant, positive (+) effect on employee performance. This is because the coefficient value is $>$ the significance value and the calculated t-value is $>$ the t-table value.

3. There is a significant influence of leadership style and organizational culture simultaneously on employee performance. This is because the calculated F-value is positive and its significance is <0.05 .

SUGGESTION

Following this research, both in terms of analysis and conclusions, the author offers several suggestions for various parties, as follows:

1. Future researchers are advised to add variables other than those already included in this study. Increasing the sample size will allow for greater data collection and to determine whether the results are consistent with this study.
2. According to CV Wira Amerta, the organizational culture and leadership style are already good, but leaders must continue to improve their leadership style, maintain good direct communication, and pay attention to employee facilities and comfort.

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