

The Influence Of Leadership Style And Work Culture On Employee Performance At PT. Citra Putera Utama Pringsewu

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Abstract

This study aims to determine the effect of leadership style and work culture on employee performance at PT. The image of the main son of Pringsewu. The population of this study were employees at PT. The image of the main son of Pringsewu. The sampling method used was the saturated sampling method or census sampling, so that the sample used was 57 respondents. Data collection was carried out through a survey with a previously designed questionnaire. After the data was collected, the analysis was carried out using SPSS software, including multiple linear analysis, t-test for partial hypothesis testing, F-test for ANOVA hypothesis testing, and closing with a determination coefficient test to assess the strength of the relationship between variables. The results of this study indicate that leadership style and work culture, both partially and together, have an effect on Employee Performance at PT. The image of the main son of Pringsewu. For other researchers who intend to conduct repeat research or research similar to this study, it is hoped that improvements can be made. Improvements can be made by using more complete data analysis or by adding several variables that can theoretically and empirically affect employee performance. So that it is expected to obtain better and more comprehensive research results than the results of this study.

Keywords: Work Culture, Leadership Style, Employee Performance

INTRODUCTION

Every organization or company in the form of private and also government, of course own objective Good That term short and also term length to be achieved through

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activities that he carries out. So that the goals that have been set achieved so required planning and management source Power man as best as possible. They must be able to compete by continuously improving the efficiency, effectiveness and performance of the company. This is done to maintain the survival of the company.

Human resources in every company have a very dominant role because through the role of humans can work together to achieve goals by utilizing all available resources. Employees are the most important assets in a company. Employees have reason, feelings, desires, abilities and skills, as well as the drive to progress needed by the company to achieve the expected goals.

The support of quality human resources is certainly expected to play an active role as planners, implementers and supervisors of all company management activities. Not only improving the quality of human resources, the company is also required to continue to improve its competitiveness through improving the quality of management. Therefore, in order for the company to develop optimally, maintaining harmonious and sustainable relationships with employees is very important.

Every organization, whether public or private, leadership style and work culture always affect employee performance, a person's leadership style is one of the benchmarks for the progress and decline of an organization. The ability to give primary attention to human resources is a factor that greatly determines the survival of an organization in achieving its stated goals. However, the problem of human resources is a challenge for management because the success of management depends on the quality of human resources. If human resources in the company can run effectively, the company will continue to run effectively, in other words, the survival of the company depends on employee performance. Employee performance in an organization can be influenced by various factors, including leadership style and work culture. Where leadership style and work culture can influence employee behavior in an organization.

PT. Citra Putera Utama as one of the producers engaged in the coffee factory located on Jl. Jati Mulyo Waluyojati Pringsewu. This company is a company engaged in coffee processing. As we know that coffee is the main commodity in Lampung Province. Here the company requires skilled and agile employees in sorting coffee to produce the best coffee powder for the benefit of the company. Through mature human resource planning so that it can improve the performance of the existing workforce. Therefore, a good and conducive leadership style can be realized in order to achieve the targets desired by the company.



Many factors affect the unstable production volume at PT. Citra Putera Utama Pringsewu, one of which is the lack of qualified human resources working there. Because the existence of human resources is the most important factor in all company activities from planning to evaluation, a company must be able to utilize it as well as possible so that it can provide optimal output which is the main goal of the company. The success of the company is greatly influenced by the existing human resources with a high level of productivity. Every company will always try to improve the performance of its employees, with the hope that what the company's goals will be achieved. Employee performance is very important for the company because employee performance involves all elements related to efforts to improve the quality and quantity of their work results, which must always be considered properly by the company.

Through mature human resource planning, from the existing workforce at the level. Therefore it can be realized through adjustments. Such as improving leadership style and good work culture. So that each employee can produce something that is directly related to the interests of the organization. The following is employee data at PT. Citra Putera Utama which already has 73 employees in each position or position.

This study focuses on employees in the processing department, employees in the drying department, employees in the Quality Control & Sorting department and employees in the production department with a total of 60 employees. These divisions are expected by the company to be able to improve their performance in coffee production at PT. Citra Putera Utama Pringsewu, because these divisions play an important role in the production process starting from the coffee selection process to the coffee checking process before being distributed to the market. With the number of employees in each of the divisions above, it is considered that they are still unable to achieve the production target desired by the company, coupled with the fairly high level of absenteeism that occurs among employees.

One of the factors that affect employee performance is leadership style. Leadership style is an important aspect to achieve and improve the success of one's leadership in an organization. Leadership style is the basis for classifying leadership types. Style means attitude, movement, behavior, good attitude, good gestures, strength, ability to do good. And leadership style is behavior and strategy, as a result of a combination of philosophy, skills, traits, attitudes, which are often applied by a leader when he tries to influence the performance of his subordinates.

According to Hasibuan (2016) stated that: "Leadership Style is a way for a leader to influence the behavior of subordinates that aims to encourage work passion, job

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satisfaction and high employee productivity, in order to achieve maximum organizational goals. Based on the results of a pre-survey conducted on PT. Citra Putera Utama regarding the problem of employees feeling that the leader has a bad leadership style. In reality, employees at PT. Citra Putera Utama feel dissatisfied because the leadership carried out by PT. Citra Putera Utama is authoritarian. According to employees, the leader wants everything that is ordered to be done well by employees. However, what happened at PT. Citra Putera Utama is that when employees feel dissatisfied with the working conditions they face, employees do not dare to express it because they are afraid of their superiors. So that errors still often occur when production takes place due to lack of communication from employees to superiors. In addition to the authority given by the leader being absolute, employees do not have the opportunity to provide suggestions and to do the work they are doing, which has an impact on decreasing productivity levels.

In addition to leadership style, work culture also greatly influences employee performance. Initially, the term culture was popular in the discipline of anthropology. The term culture has developed to have the meaning of "all human power and efforts to change nature". Work culture according to Mangkunegara (2017) defines that work culture is a set of assumptions or belief systems, values and norms developed in an organization that are used as behavioral guidelines for its members to overcome external adaptation and internal integration problems. In the last twenty years, the topic of work culture has attracted the attention of many people, especially those who are employees, maintain the stability of company employees, and improve employee discipline.

Work culture has two levels, namely at a deeper and less visible level, culture refers to values that are shared by people in a group and tend to persist over time. This definition includes what is important in life and varies greatly in different companies. At a more visible level, culture describes the pattern or style of behavior of a company, so that new employees are automatically encouraged to follow the behavior of their colleagues. Actually, work culture has long been known to humans, but it has not been realized that work success is rooted in the values that are owned and behavior that becomes a habit. These values start from customs, religion, norms and rules that become beliefs in the perpetrators of work or organizations.

From this it can be concluded that work culture is a view of life as a value that becomes a trait, habit and also a driver that is cultivated in a group and is reflected in attitudes that become behavior, ideals, opinions, views and actions that are manifested as work. A bad work culture occurs at PT Citra Putera Utama such as, leaving late, gossiping about other employees, and lack of empathy for other employees. The following

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are the results of the pre-survey that we have conducted at PT. Citra Putera Utama Pringsewu, in order to find out and strengthen the problems that are occurring:

Table 1. 1-Survey Results

No.	Statement	SS	S	N	TS	STS
1	Leader own not quite enough high responsibility to all over work carried out by employees	1	5	-	37	5
2	Leaders always guide their employees so that they can complete tasks correctly and with a full sense of responsibility.	-	5	1	38	4
3	All employees are present on time in accordance with company regulations.	17	28	2	-	1
4	All employee go home appropriate time in accordance with provision company	1	7	7	27	6
5	All employees do their work very carefully.	-	5	1	28	14
6	Have precision in measuring each work result and work can be completed quickly	22	26	-	-	-

Source: Prasurvey, 2023.

Based on the results of the pre-survey and several conditions above, it shows the importance of efforts that must be made to improve employee performance by knowing the influencing factors, therefore the author is interested in conducting research entitled **"THE INFLUENCE OF LEADERSHIP STYLE AND WORK CULTURE ON EMPLOYEE PERFORMANCE AT PT. CITRA PUTERA UTAMA PRINGSEWU"**.

LITERATURE REVIEW

Understanding Leadership Styles

According to Edy Sutrisno (2014) style Leadership is a process of someone moving others by leading, guiding, influencing others, to do something. something to achieve the expected results. Meanwhile, according to Alam IA (2015) style leadership is



a the method used by the leader in interact with his subordinates in order to improve work motivation. According to Fauzan Islami Putra (2017), the leadership style indicators are as follows:

1. Taking the initiative

A leader must give his subordinates initiative in order to make certain things more efficient which will help the prosperity of a company.

2. Providing information

An answer given to another person, and that other person is required to know about what is being conveyed.

3. Giving opinion

An idea or opinion that is conveyed in order to combine several opinions that have been conveyed by several people.

4. Conclude

From the many answers that have been submitted by several parties and combined into one unit to become a decision that will be implemented.

Understanding Work Culture

Work culture according to Mangkunegara (2017) is that work culture is a set of assumptions or belief systems, values and norms that are developed in an organization that is used as a guideline for behavior behavior for its members to overcome the problems of external adaptation and internal integration. In the last twenty years, the topic work culture attracts attention many people, especially those who study work behavior issues. Work culture is beginning to be seen as something things that have an important role in achieve the final goal of a company. Different environment will have an impact on the pattern and color of culture, because of that there are thick and thin patterns and colors of culture. In a thick culture there is a high level of agreement from its members to maintain what is believed to be true from various aspects so that it can be built integrity, loyalty and commitment. Meanwhile, according to Atijah (2021), work culture is a a philosophy based on views life as values that become characteristics, habits and driving forces, become part of the culture in the life of a community group or organization, then reflected from attitudes to behavior, beliefs, ideals, opinions and actions that are manifested as work or work. According to Sarah Siti (2019) work culture indicators are a number of basic thoughts or mental programs that can be used to improve employee performance and human cooperation owned by a group of people. The following are indicators of work culture

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1. Professionalism

Professionalism is the quality, qualities and behavior that are characteristics of a profession or professional person.

2. Cooperation

In general, cooperation usually arises when people realize that they have the same interests at the same time, have enough knowledge, and self-awareness to fulfill these interests.

3. Integrity

It is a depiction of a person in an organization that can be seen from their daily behavior and actions, showing consistency between words and beliefs that are reflected in daily actions.

4. Innovation

Innovation can be defined as the process and/or result of developing the use/mobilization of knowledge, skills and experience to create or improve new products, processes and/or systems, which provide meaningful or significant value.

5. Exemplary

Exemplary is making something as an example. Thus, exemplary is everything related to a person's words, actions, attitudes, and behavior that can be imitated or emulated by others.

Definition of Performance

According to Irham Fahmi (2016), performance is the result obtained by an organization, whether the organization is... profit oriented and non-profit oriented which are produced during one year certain period. According to Wibowo (2014) Performance is the implementation from the plans that have been drawn up In this case, the implementation of performance is carried out by human resources who have the ability, competence, motivation, and interests. Meanwhile, according to Fauzan Islami Putra (2017), performance is the result of work in terms of quality and quantity achieved by an employee in carry out his duties in accordance with the responsibilities given to him. The following are performance indicators according to Robbi (2020):

1. Quality of work

Work quality is the quality of work demonstrated by employees in order to provide the best performance for the company.

2. Communication (*communication*)



Communication is a process when a person or several people, groups, organizations, and communities create and use information to connect with the environment and other people. Communication can be verbal and nonverbal.

3. Promptness

Speed in working is that people are smart and competent or professional.

4. Capability

Ability is something that has been in us since birth. The ability that exists in humans can also be called potential. The potential that exists in humans can basically be honed.

5. Initiative

Initiative is the ability to do something or work without having to be told first what to do.

Hypothesis formulated on base framework the thought that is answer temporary on formulated problems. Based on the background problems and issues, then the hypothesis that can be put forward is as follows :

- H1 Allegedly that style leadership influences the performance of PT. Citra
: Putera Utama employees.
- H2 Allegedly that work culture influences employee performance at PT. Citra
: Putera Utama.
- H3 Allegedly that work culture influences employee performance at PT. Citra
: Putera Utama.

RESEARCH METHODOLOGY

Types of research

This research is descriptive in nature which aims to find out the relationship between two or more variables which function to explain, predict, and control phenomena. This research method uses a quantitative approach which produces data in the form of numbers which will be compiled based on a quantitative approach associative causalistic. Because researchers want to see the influence of the relationship or causal influence between the style variables. leadership as variable (X1), work culture variable as variable (X2), and employee performance variable as variable (Y).

Population

Population is the total number of members of a the set that wants known its characteristics are based on inference or generalization. In this study, the population was

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60 people, namely employees of PT. Citra Putera Utama (processing department, drying department, quality control department, and production department. In this study, we used a sample census.

Research methods

Data analysis is the management of collected data. then processed using SPSS Version 25 (Statistical Package For The Social Sciences). Data analysis aims to present the findings data. empirical data that explains the relationship between research variables used in testing. The data is processed and analyzed first before presented as a consideration in decision making, the tests carried out are validity test, reliability test, multiple linear test, determination coefficient test, t test and F test.

Research Results and Discussion

Multiple Linear Regression Analysis

Multiple linear regression analysis aims to find the influence of two or more independent variables / free variables (X) to the dependent variable / bound variable (Y). The results of multiple linear regression calculations with the SPSS program in this study are as follows:

Table 2. Multiple Linear Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,531	3.255		1,392	.169
	Leadership Style	.318	.126	.307	2,523	.014
	Organizational culture	.517	.120	.524	4.304	.000
a. Dependent Variable : Employee Performance						

Source: Processed Data SPSS25, 2023.

Interpretation

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e_t$$

$$Y = 4.531 + 0.318X_1 + 0.517X_2 + e_t$$

Interpretation:



1. The constant value (a) of 4.531 means that if you do not pay attention to leadership style and work culture, employee performance will only be 4.531.
2. coefficient X_1 is 0.318. This shows that the contribution of leadership style to employee performance is 0.318, or if the leadership style increases with the assumption that other variables remain constant, then employee performance will increase. If the leadership style (X_1) is increased by 1% with the assumption that the work culture (X_2) is considered constant, then employee performance will increase by 3.18%.
3. coefficient X_2 is 0.517. This shows that the contribution of work culture to employee performance is 0.517, or if work culture increases with the assumption that other variables remain constant, then employee performance will increase. If work culture (X_2) is increased by 1% with the assumption that Leadership Style (X_1) is considered constant, then employee performance will increase by 5.17%.
4. above explanation, it can be concluded that the value of the work culture regression coefficient (X_2) is greater than the leadership style regression coefficient (X_1). This shows that the contribution of the work culture variable is higher or more dominant than the leadership style in improving employee performance at PT. Citra Putera Utama.

Coefficient of Determination

The coefficient of determination (R Square) aims to measure how large a percentage the influence of independent or free variables on dependent or bound variables in unit percent in a research regression model. The results of the determination coefficient test in this study are as follows:

Table 3. Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	.777 ^a	.604	.590	3.612
a. Predictors : (Constant), Organizational Culture, Leadership Style				

Source: Data Processed with SPSS 25, 2023.



From the table above it shows closeness the influence of leadership style and work culture variables on employee performance. The calculation results obtained $R = 0.777$ and the coefficient of determination is $R^2 = 0.604$ or 60.4 %. The magnitude of the coefficient of determination means that the magnitude changes in employee performance variables 60.4 % are influenced by leadership style and work culture, the remaining 39.6 % are influenced by other factors that the author did not examine.

Partial Hypothesis Test or t-Test

The t-test basically aims to determine how far the influence of each independent variable on the dependent variable in a study. In conducting a partial t-test, decision making can be done by looking at the Sig value. This study uses a significance value of 5% or 0.05 with the following criteria:

1. If P value (Sig) > Ho is accepted. This means there is no significant influence of independent variables on stock prices
2. If P value (Sig) ≤ Ho is rejected. This means there is significant influence of independent variables on stock prices

The results of the T test in this study are as follows:

Table 4. Partial Hypothesis Test or t-Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,531	3.255		1,392	.169
	Leadership Style	.318	.126	.307	2,523	.014
	Organizational culture	.517	.120	.524	4.304	.000

a. Dependent Variable : Employee Performance

Source: Processed Data SPSS25, 2023.

1. Based on the hypothesis test above, it can be *concluded that calculate the force variable leadership of 2,523 is greater than the t table*, which is 2,002 with a significance level of 0.0 14 because the probability is much smaller than 0.05, then the leadership style influence on employee performance, meaning H0 is rejected and H1 is accepted. Thus, the first hypothesis "leadership style has a positive and significant influence on employee performance at PT. Citra Putera Utama" is accepted.

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- Based on the hypothesis test above, it can be *concluded that calculate the force* variable leadership of 2,495 is greater than *the t table*, which is 2,002 with a significance level of 0.0 00 because the probability is much smaller than 0.05, then the work culture influence on employee performance, meaning H_0 is rejected and H_2 is accepted. Thus, the second hypothesis "work culture has a positive and significant influence on employee performance at PT. Citra Putera Utama" is accepted.

Anova Hypothesis Test or F Test

The F test is used to find out influence from the independent variable to the dependent variable in a study simultaneously or together. In the F test of this study, it will use significance value of 5% or 0.05 with the following criteria:

- If P value (Sig) > α then H_0 is accepted. This means there is no significant influence of independent variables on dependent variables.
- If P value (Sig) $\leq \alpha$ then H_0 is rejected. This means that there is significant influence of independent variables on dependent variables.

The results of the F test in this study are as follows:

Table 5. Simultaneous Hypothesis Testing or F Test

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1136.114	2	568,057	43,531	.000 b
Residual	743,819	57	13,049		
Total	1879.933	59			
a. Dependent Variable : Employee Performance					
b. Predictors : (Constant), Organizational Culture, Leadership Style					

Source: data processed by SPSS25, 2024.

From the ANOVA test or F test, the calculated F is 43,531 with a significant level of 0.000 because the probability is much smaller than 0.05, then the leadership style and work culture together have an effect on employee performance, meaning H_0 is rejected and H_3 is accepted. Thus, the third hypothesis: "leadership style and work culture together have a significant effect on employee performance at PT. Citra Putera Utama " can be accepted.



DISCUSSION

This study aims to determine the influence of leadership style and work culture on employee performance at PT. Citra Putera Utama Pringsewu.

The Influence of Leadership Style on Employee Performance at PT. Citra Putera Utama Pringsewu

The results of the study indicate that there is a positive influence of the perception of leadership style on employee performance. This is proven by the statistical results of the t-test, *t calculate the* force variable leadership of 2,523 is greater than *the t table*, which is 2,002 with a significance level of 0.014 because the probability is much smaller than 0.05, then the leadership style influence on employee performance, meaning H_0 is rejected and H_1 is accepted. So it can be concluded that the leadership style variable has a positive and significant effect on employee performance. the better the leadership shown, the better the employee performance.

In relation to previous research, namely Siti Sarah's research (2019), both of which studied leadership style on employee performance. Having the same independent variables, but the research results from each researcher are different, because the objects studied are also different. Leadership style is a factor that influences employee performance. So this study succeeded in proving the first hypothesis which states that "leadership style has a positive and significant effect on employee performance".

The Influence of Work Culture on Employee Performance at PT. Citra Putera Utama Pringsewu

The results of the study indicate that there is a positive influence of work culture perception on employee performance. This is proven by the statistical results of the t-test, *t calculate the* force variable leadership of 2,495 is greater than *the t table*, which is 2,002 with a significance level of 0.000 because the probability is much smaller than 0.05, then the work culture influence on employee performance, meaning H_0 is rejected and H_2 is accepted. So it can be concluded that the work culture variable has a positive and significant influence on employee performance. the better the work culture, the better the employee performance.

In relation to previous research, namely Atijah's research (2021), which also examines work culture. Having the same independent variables, but the research results from each researcher are different, because the objects studied are also different. work culture is a factor that influences employee performance. So this study has succeeded in

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proving the second hypothesis which states that "work culture has a positive and significant effect on employee performance"

The Influence of Leadership Style and Work Culture Together Have a Positive Influence on Employee Performance at PT. Citra Putera Utama Pringsewu

above explanation, it can be concluded that the value of the work culture regression coefficient (X_2) is greater than the leadership style regression coefficient (X_1). This shows that the contribution of the work culture variable is higher or more dominant than the leadership style in improving employee performance at PT. Citra Putera Utama.

Together the results of the study indicate that there is a positive influence of leadership style and work culture on employee performance. This is evidenced by the results of the f test statistics, From the anova test or F test, the calculated F is 43,531 with a significant level of 0.000 because the probability is much smaller than 0.05, then leadership style and work culture together affect employee performance, meaning H_0 is rejected H_3 is accepted. So it can be concluded that together the influence of leadership style and work culture has a positive and significant effect on employee performance. the better the leadership style and work culture, the better the employee performance.

In the coefficient of determination test, it proves the closeness the influence of leadership style and work culture variables on employee performance. The calculation results obtained $R = 0.777$ and the coefficient of determination is $R^2 = 0.604$ or 60.4 %. The magnitude of the coefficient of determination means that The magnitude of changes in employee performance variables is 60.4 % influenced by leadership style and work culture, the remaining 39.6 % is influenced by other factors that the author did not examine.

The leadership inside an organization develops tasks to carry out leadership. In this regard, for the time being from In terms of organization, leadership can be defined as the ability or intelligence to encourage, motivate, lead, direct, supervise a number of people or two or more people to work together in carrying out activities that are directed towards achieving common goals, especially in giving excellent service to the community served. In particular style leadership directive where the leader Leader depicted show domination in direct, supervise and regulate subordinates strictly so that role leaders have a great influence on employee performance.

culture is a pattern from basic assumptions discovered, created or developed by a particular group with the aim that the organization can overcome and deal with problems that arise as a result of adaptation externaland internal integrity that has been running

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well enough that it needs to be taught and implemented to new members as the correct way to understand, think and feel. befriend them. The results of this study are supported by previous research conducted by Atijah (2021), the results of the study showed that Leadership, motivation and work culture partially and simultaneously have a positive and significant influence on employee performance at the Social Service of the Regency North Labuhanbatu.

Conclusion

Based on the research results and discussion, several conclusions can be drawn as follows:

1. Leadership style has a significant positive effect on employee performance at PT. Citra Putera Utama Pringsewu. This means that the better the leadership style, the better the employee performance. So it can be concluded that the leadership style variable has a positive and significant effect on employee performance at PT. Citra Putera Utama Pringsewu.
2. Work culture has a significant positive effect on employee performance at PT. Citra Putera Utama Pringsewu. This means that the better the work culture, the better the employee performance. So it can be concluded that the work culture variable has a positive and significant effect on employee performance at PT. Citra Putera Utama Pringsewu.
3. Together, the influence of leadership style and work culture has a positive and significant effect on employee performance at PT. Citra Putera Utama Pringsewu. This means that the better the leadership style and work culture, the better employee performance. So it can be concluded that leadership style and work culture have a positive and significant effect on employee performance at PT. Citra Putera Utama Pringsewu.

Suggestion

Based on the results of the research, discussion and conclusions above, the author provides suggestions aimed at the good and progress of PT. Citra Putera Utama Pringsewu, as follows:

1. The importance of improving a good and professional leader to help improve employee performance. Such as improving a firm attitude and being able to provide motivation to subordinates



2. In addition to a leader's style, improving work culture also has an effect on improving employee performance levels. Such as not often coming late to the office anymore.
3. For other researchers who intend to conduct re-research or research similar to this research, it is expected to make improvements. Improvements can be made by using more complete data analysis or by adding several variables that can theoretically or empirically affect employee performance. So it is expected to obtain better and more comprehensive research results than the results of this research.

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