

The Influence of Leadership Style, Organizational Culture and Work Motivation on Employee Performance (Study on PMA South Korea PT. Hilon Surabaya)

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Abstract

The purpose of this study is to find out how much influence leadership style, organizational culture and work motivation have on employee performance, especially employees in the production division at PMA PT. Hilon Surabaya. Simultaneously and partially leadership style, organizational culture and work motivation have a significant effect on employee performance. Leadership style has a dominant influence on employee performance of 0.382 while work motivation of 0.156 is the smallest coefficient value in this study, however employee motivation is still needed to improve employee performance. The results of this study are expected to be a source of information to review human resource management policies, especially in relation to leadership style, organizational culture, work motivation and employee performance.

Keywords: Leadership Style, Organizational Culture, Work Motivation and Performance

Introduction

Organization is a consciously coordinated social unit, with a relatively identifiable boundary, working continuously to achieve goals (Robbins, 2001b). Explicitly, the definition assumes the need to coordinate patterns of human interaction. As a result of the pattern of HR interactions with their respective characteristics and many interests that shape lifestyles, behavior patterns, and work ethics, all of which will characterize the condition of an organization. So that every individual in the organization cannot be separated from the essence of the cultural values he adheres to, which will ultimately synergize with organizational devices, technology, systems, strategies and leadership styles. So that the pattern of human resource interaction in the organization must be balanced and harmonized so that the organization can continue to exist.

Organizations that are successful in achieving their goals and being able to fulfill their social responsibilities will be highly dependent on their leaders. If the leader is able to carry out well, it is very likely that the organization will achieve its goals. An organization needs an effective leader, who has the ability to influence the behavior of its members or subordinates. Thus, a leader or head of an organization will be recognized as a leader if he can have influence and be able to direct his subordinates towards achieving organizational goals. In this company the existence of a leader is needed to bring the organization to the goals that have been set.

Every company, both private and government, has a goal to be achieved. Basically, the main goal of the company is to make a profit. Companies that are ready to compete must have effective management because with management company goals will be easier to achieve. Management is a science and art that regulates the process of utilizing human resources and other resources effectively and efficiently to achieve a certain goal. This management consists of six elements (6M), namely: man, money, method, machine, material and market (Hasibuan, 2003).

PT. Hilon Surabaya is a South Korean PMA that produces non-woven textile, with products such as padding, carded fibres, quilting and bedding goods. At PT. Hilon Surabaya leadership style and work culture applied in this company is very strict, where the demands for production targets in this company require production employees to work 12 hours and sometimes on Sundays or red dates they have to work. And if employees who cannot follow the work culture in this company will automatically leave.

This is a challenge for employees with the applied leadership style and organizational culture. Robbins (2001) suggests that the success of an organization in achieving goals through efforts to move other people in the organization or agency cannot be separated from the capacity, role, behavior and characteristics of a leader. Characteristics of a leader include leadership traits, leadership functions, leadership limiting factors, decision-making actions, and participation in decision-making.

The leadership style applied to an organization influences the formation of an organizational culture related to shared values and assumptions that are guided by the personal beliefs of organizational leaders. A strong culture is a very useful tool for directing behavior, because it helps employees to do their jobs better, therefore every employee needs to understand the culture and how it is implemented. In the research conducted by Tampubolon (2007), it was concluded that the leadership style factor contributed relatively large and very significantly to increasing employee performance.

Organizational culture is an adhesive tool and produces closeness, so as to minimize differences within an organization. Organizational culture also provides

shared meaning as a basis for communication and provides a sense of mutual understanding. If this function of culture is not carried out properly, then culture can significantly reduce organizational efficiency. Culture is the norms and values that direct the behavior of organizational members (Luthans, 2006). Everyone will behave according to the prevailing culture to be accepted in their environment.

Performance according to Mangkunegara (2005) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance in this case shows the work achieved by a person after carrying out the work tasks assigned by the organization. While the measure of whether or not the work results can be seen from the quality or quantity achieved by employees in accordance with the demands of the organization. Performance can be achieved properly if employees are able to work in accordance with the assessment standards set by the organization.

Based on the description above, the researcher sees the importance of the role of leadership style, organizational culture and work motivation in improving employee performance. Therefore, the researcher conducted this research with the title "The Influence of Leadership Style, Organizational Culture and Work Motivation on Employee Performance at PT. Hilon Surabaya". By identifying and researching various factors of leadership style, organizational culture and work motivation, it is hoped that an overview of matters related to improving employee performance will be obtained.

Theoretical Framework

Organization and Management

The definition of organization according to Schein (Schein, 2007) is a rational coordination carried out by a number of people in order to achieve a number of clear goals, through the division of labor or functions, and through a hierarchy of authority and responsibility. formal nature and oriented to the achievement of a goal. Thus, in general we can define the organization as a collectivity of people whose activities are consciously designed, coordinated and regulated by its members in order to pursue a certain goal and achieve a common goal of a more specific nature.

Meanwhile, Robbins, S and Mathew, M (2001) define an organization as a consciously coordinated social entity, with relatively recognizable boundaries, which functions continuously on the basis of achieving a common goal or set of goals. According to Robbins and Mathew (Robbins, 2001a) organizations have "relatively identifiable boundaries." These limits can change over time, and they

are not always clear, but defined boundaries must exist. This limitation is useful for distinguishing between members and non-members.

These limits can be achieved through explicit (firm) or implicit (covert) contracts in which work is exchanged for wages. In fact, in voluntary organizations, members' contributions (wages) are given in the form of prestige, social interaction, or the satisfaction of helping others (altruism). Also, according to Robbins and Matthew, people in organizations are in "ongoing" relationships. For example, suppose a salesperson is involved in the organization 8 hours a day and 6 days a week.

Another definition of organization given by Jones, G and Mathew, M (Jones & Mathew, 2009), defines it as "a tool used by people in coordinating their actions to fulfill something they expect or value, namely achieving goals. For this definition, Jones and Mathew exemplify, because people value security they create organizations such as the police, armed forces, or banks (for security of ownership). People who value entertainment create organizations like the Walt and Disney Company, Metro Goldwyn-Meyer, or Lions Gate. People who value spiritual or educational values establish Walubi (Indonesian Buddhist Trust), educational foundations, or foundations for people with disabilities.

Management is the process of planning, organizing, leading, and controlling the work of organizational members and the use of available organizational resources to achieve existing organizational goals. Management is the conscious and persistent practice of shaping an organization (Stoner et al., 2009). Every organization has a person who is responsible for guiding them towards their goals. This person is called the manager. Therefore, the organization must be managed.

Management is the process of using organizational resources to achieve organizational goals through the functions of planning, organizing and staffing, leading, and controlling.

Management, according to the definition of Kreitner, R (2007), is a process of working with and through other people to achieve organizational goals in an ever-changing environment. Kreitner, R (2007), concludes that there are 5 important components in the definition, namely:

1. Working with and through other people;
2. Achieve organizational goals;
3. Balancing effectiveness and efficiency;
4. Achieve the best results within limited resources; and
5. Dealing with a changing environment.

Work with and through other people. Management is a social process. A collective goal is able to bring different individuals to work together. For example, building temples or mosques, assembling motorbikes, building sports stadiums, building school buildings, and the like. In this context of working with and through others the role of the manager becomes significant. Managers will be

faced with: (1) interpersonal relationship problems; (2) failure to meet organizational goals; (3) failure to build and lead a team; and (4) the inability to change and adapt during the transition period.

Achieve organizational goals. Goals are goals that must be fought for and are expected to be achieved. Organizations are usually more successful if their activities are guided by the challenge of achieving goals. In contrast to individuals, the achievement of organizational goals must be done through collective action.

Achieve the best results within limited resources. Humans live in a limited world. In this finite world, the fields of economics and management have a similar focus. Economics is about how limited resources can be distributed for different uses. Management talks about how managers manage the limited factors of production – labor, land, and capital – so that they can be used effectively and efficiently in achieving organizational goals.

Facing a changing environment. A successful manager is one who is able to anticipate and adapt to a changing environment. Problems associated with this change are terrorism, globalization, environmentalism, the evolution of product quality, the rise of identity awareness, and the internet and e-business revolutions.

Human Resource Management

In achieving its goals, organizations need various kinds of resources. Starting from human resources, equipment, machinery, finance, and information resources. Each resource has its own duties and functions. As a system, these resources will interact and work together so that goals can be achieved effectively and efficiently.

Human resources as one of the resources in the organization plays an important role in the success of achieving organizational goals. Human resources use other resources owned by the organization in order to achieve goals.

Even high-tech machines will be meaningless if the human resources that run them are not qualified to do them. Likewise with information resources. As good and complete as any information received by the organization, it will not mean anything, if the quality of existing human resources is not able to translate it into useful information for the development and progress of the organization.

Leadership Style

According to Siagian (2003) leadership in the context of an organization is the ability and skill of a person who occupies a position as the leader of a work unit to influence the behavior of others, especially his subordinates, to think and act in such a way, so that through positive behavior, he makes a real contribution in achievement of organizational goals.

A successful leader according to Wahjosumidjo (1993) is not one who seeks power for himself, but distributes power to many people to achieve common goals. Through clarity of authority, responsibility, and balanced with discipline, they solve problems with employees effectively and efficiently. This is also balanced by positive interactions, namely the main skills in managing human resources. Leaders must also be sensitive in interacting, both to verbal language, tone of voice, as well as nonverbal or body language.

Wahjosumidjo (1993) further explained that leadership is a relationship of power and power. Leadership is a form of relationship between a group of people, the relationship between those who lead and those who are led, where the relationship reflects a person or group of people who behave because of the authority/power that exists in the person who leads. In this case, the person who leads affects more than is influenced.

Based on the description above, that leadership is a way of influencing others to want to follow what is desired in order to achieve common goals.

Leadership Style in Decision Making Process

Leadership in an organization (Rivai, 2002), is a factor that determines the success or failure of an organization or company. In a broad sense, leadership can be used by everyone and is not only limited to apply in an organization or company. Leadership implies activities to influence the behavior of others, both individually and in groups. Leadership does not have to be limited by bureaucratic rules or etiquette because leadership does not have to be tied up in an organization and can happen anywhere, as long as someone demonstrates his ability to influence the behavior of others towards the achievement of a particular goal.

Work Motivation

) is the willingness to use a high level of effort for organizational goals, which is conditioned by the ability of the effort to meet several individual needs. In this definition there are three (3) important elements, namely; efforts, goals and needs. The element of effort is a measurement of intensity. Effort that is directed toward and consistent with organizational goals is the type of effort that should be sought, and motivation is the process of meeting needs.

Motivation or encouragement to work is very important for the high and low productivity of the company. Without the motivation of employees or workers to work together for the benefit of the company, the goals that have been set will not

be achieved. On the other hand, if there is great motivation from employees, then this is a guarantee for the company's success in achieving its goals.

The Factor of Work Motivation

Maslow's theory views that humans basically act with the aim of meeting their needs. Maslow classified human needs into five levels (hierarchy). Humans try to meet their needs from the lowest level first before meeting their needs at a higher level. The most basic needs are physical or physiological needs and the highest needs are self-actualization needs.



Figure 1. Maslow's Hierarchy of Needs

In summary, according to Maslow's hierarchy of needs in Stoner and Freeman, it can be explained as follows:

1. Physical or physiological needs include basic human needs in maintaining survival such as the need for clothing, food and housing.
2. The need for security is manifested in the need to be free from threats, both physical and physiological, both at work and outside working hours.
3. The need for belonging or socialization includes a sense of affection, a sense of belonging and acceptance in the association and the environment.
4. The need for esteem is related to status which includes self-esteem and recognition.
5. Self-actualization needs in the form of encouragement to become what you want by using your abilities, skills and potential.

Employee Performance

Employee performance is a result achieved by the employee in his work according to certain criteria that apply to a particular job. According to Robbins (2001) that employee performance is a function of the interaction between ability and motivation. In the study of performance management of workers or employees there are things that require important considerations because the individual performance of an employee in the organization is part of the performance of the organization, and can determine the performance of the organization. The success or failure of employee performance that has been achieved by the organization will be influenced by the level of performance of employees individually or in groups.

Bernardin, John, and Russell, (1993), that performance is a record of success resulting from the function of a particular job/activity during a certain period. According to him, there are six categories to measure employee performance, namely quality, quantity, timeliness, effectiveness, independence and work commitment.

From the above understandings of performance, performance can be interpreted as a record of the success of a job/task that has been achieved by someone through evaluating/assessing employee performance, which is a qualitative and quantitative result.

As it is said that performance has become a central frame of mind to be used as a trigger for achieving business organization goals. However, until now there has been no one that can be considered as a general theory of performance. The theory of performance is intended to be able to explain, provide a forecast and control performance in the future. Explanations of current performance are often linked to criteria issues. In other words, performance is a benchmark to say an activity is going according to plan or not.

The indicators of employee performance in this study consisted of: work reports, technical skills and knowledge, developing initiative and independence, guided by policies, providing information, controlling costs, and providing services.

The Relation among variables

The Relationship Between Leadership Style and Employee Performance

Leadership is basically a process of influencing others. In addition, leadership usually also means the ability to influence, move, and direct an action on a person or group of people for a particular purpose. In organizations the ability to influence, urge and encourage followers is based on the power possessed by a leader. The effectiveness of a leader in influencing others is largely determined by how far a person has power. The more power, the easier it will be for someone to influence others. However, with a lot of power, a person cannot

automatically lead an organization effectively. This really depends on many factors, including the ability of the leader, the ability of subordinates and the environment.

Hersey and Blanchard (1982) tried to overcome trait theory and behavioral theory by developing a situational approach. According to him, it was found that leadership styles tend to vary from situation to situation. To apply an effective leadership style, it must begin with diagnosing the situation as well as possible. The situation relates to when, the demands of the organizational climate, expectations, abilities of superiors and subordinates. Leader behavior in the situational approach (Hersey and Blanchard, 1986) can be grouped into two, namely:

1. Behavior Directive (Behavior in task) and
2. Supportive Behavior (Behavior in social relationships).

The analysis of leadership style factors conducted by Tampubolon (2007) on the performance of employees registered in an organization that has implemented SNI 19-9001-2001 concluded that leadership style factors make a relatively large and very significant contribution to improving employee performance,

Kristanti and Harahap's research (2010) conducted at PT Bank Tabungan Pensiunan Nasional Semarang Branch concluded that leadership style has a positive and significant influence on employee performance. Case study on contractor employees of PT. Wineh Pandanwangi Semarang conducted by Octaviana and Ariefiantoro (2012), leadership has a significant influence on employee performance, in a positive direction.

Research conducted by Harris and Ogbonna (2001), found that of the three leadership styles analyzed, the Participatory Leadership Style was ranked first in the relationship with market orientation.

This leadership style is for those who do not carry out the direction of role explanation behavior as measured by circumstances where the leader allows subordinates to influence decision making by asking for input and contributions from employees. The second rank is Supportive Leadership Style. This style refers to a situation where the behavior of a leader can be viewed as sympathetic, friendly and considerate of the needs of employees. While the third rank is Instrumental Leadership Style. This style is a leadership style that directs and is designed to measure the situation in which the leader clearly sets expectations, allocates tasks, and creates the required procedures. Shows a positive relationship between participatory leadership style and supportive leadership style with market orientation, while instrumental leadership style shows a negative relationship with market orientation.

The Relationship Between Organizational Culture And Employee Performance

Basically, humans or someone who is in organizational life trying to determine and form something that can accommodate the interests of all parties, so that they can carry out their activities without clashing with the various attitudes and behaviors of each individual. values, beliefs, assumptions, expectations and so on. Kreitner and Kinicki (2005) suggest that organizational culture is a shared belief value that underlies corporate identity.

Considering that organizational culture is an agreement with members in an organization or company, it makes it easier to create a broader agreement for individual interests. The primacy of organizational culture is the controller and direction in shaping human attitudes and behaviors that involve themselves in an organizational activity, as Deal and Kennedy (1982) and Ouchi (1981) in McKinnon et.al (2003) state that organizational culture affects productivity, performance, commitment, confidence, and ethical behavior.

Research by Indriyani and Christologus (2012), which examines the influence of organizational culture on employee performance at the Santo Mikael Catholic Vocational High School Surakarta Workshop. From this study it can be concluded that it has little effect on performance. So as to improve performance more effectively through increasing job satisfaction.

Research conducted by Chen (2004) shows that organizational culture and leadership style have a significant positive effect on organizational commitment, job satisfaction and employee performance. High support shown by company leaders is able to provide high motivation from employees to work better and achieve targets

The Relationship Between Motivation and Employee Performance

According to Umar (1999) motivation is a factor whose presence can lead to job satisfaction and increase productivity or work results and lead to various human behaviors. Robbins (2006), motivation is a process that describes the intensity, direction, and persistence of efforts to achieve a goal. From Kristanti and Harahap (2010) research that has been conducted on all employees of the National Pension Savings Bank Semarang Branch is not included in the branch leadership and has a minimum of 2 years work experience, that work motivation has a positive and significant influence on employee performance.

Research conducted by Ariawan (2008), on employees of the Gorontalo provincial financial agency, concluded that motivation has a simultaneous positive effect on performance.

For an employee who works in an organization, his motivation to achieve organizational goals will make him eager to carry out his work. If employees are passionate about work, their performance will increase. Based on this description,

it can be seen that the motivation of employees has a positive influence on employee performance. The results of research by Octaviana and Ariefiantoro (2012) on employees of contractors at PT. Wineh Pandanwangi Semarang, motivation has a significant influence on employee performance, in a positive direction.

Research Methodology

This study uses a quantitative approach that is supported by qualitative data. In the quantitative approach, a survey method is used, which is a method that takes samples from a population and uses a questionnaire as the main data collection tool (Singarimbun and Efendi, 1989). Qualitative data was obtained by conducting interviews with respondents and informants to obtain related information.

This study is a causal explanatory relationship in the form of a survey that aims to determine the causal pattern between the variables of leadership style, organizational culture, work motivation and employee performance of PT. Hilon Surabaya. A causal relationship is a causal relationship (Sugiono, 2012).

Primary data is research data obtained directly from original sources and data collected specifically to answer research questions that are in accordance with the wishes of the researcher (Fuad Mas'ud, 2004). The primary data in this study is data about the social profile and identification of respondents, containing respondent data related to the respondent's identity and social conditions such as: age, gender, last education, and years of service, then related to leadership style, organizational culture, motivation work and employee performance.

Secondary data is data that is a source of research data indirectly, through intermediaries (obtained and recorded by other parties) (Fuad Mas'ud, 2004). Secondary data is generally in the form of evidence, historical records or reports that have been compiled in archives (documentary data) which are published and which are not published. Secondary data in this study include: employee biodata and data on the number of employees at PT. Hilon Surabaya.

To obtain research results, the researcher must determine the variables that will be used as research to test the hypothesis. Theoretically, the variable is referred to as an attribute of a person, or an object that has variations from one person to another (Sugiono, 2012). According to the relationship between one variable and another, the kinds of variables used in this study can be divided into independent variables (independent variables) and dependent variables (dependent variables).

Result and Discussion

Classical Assumption

The Regression Equation must be BLUE (Best Linear Unbiased Estimator). To produce a BLUE decision, three basic assumptions must be met, such as:

a. Autocorrelation

The autocorrelation test aims to test whether in a linear regression model there is a correlation between the confounding error in period t and the error in period t-1 (previous). If there is a correlation, it is called an autocorrelation problem. Autocorrelation arises because successive observations over time are related to one another.

Table 1. Regression Calculation Results using SPSS 20.0

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.832 ^a	.768	.759	1.470	1.221

a. Predictors: (Constant), X3 Work Motivation, X2 Org Culture, X1 Leadership Style

b. Dependent Variable: Y Work Performance

To detect the presence or absence of this correlation can be done using the Durbin Watson test. Detection of autocorrelation can be done using the statistical method of Durbin-Watson (DW Test) with the following conditions (Algifari, 1997;79):

- $DW < 1,10$; there is autocorrelation
- DW between 1,10 to 1.54; no conclusion
- DW between 1.55 to 2,46; no autocorrelation
- DW between 2,47 to 2,90; no conclusion
- $DW > 2.91$; there is autocorrelation

From the SPSS test results table 5.12 it is known that the DW value is 1.221. this value is in the DW value between 1.10 s.d. 1.54 means without conclusion.

b. Correlation Coefficient (R) and Simultaneous Determination (R^2)

To determine the level of closeness of the relationship between the independent variables, namely the leadership style variable (X_1), Organizational Culture (X_2) and Work Motivation (X_3) on employee performance (Y), the researcher can detect the results of the correlation coefficient. The magnitude of

the correlation coefficient ranges from $-1 < R < +1$, the closer the value to 1 means the two variables have a very high relationship and if it is close to the value 0 means the two variables have a very low relationship. The negative and positive signs indicate the direction of the relationship between the two variables. From the analysis results obtained correlation coefficient between leadership style variables (X_1), Organizational Culture (X_2) and Work Motivation (X_3) with the performance of employees of PT. Hilon Surabaya is 0.832 or close to 1, meaning that there is a strong unidirectional relationship between the independent variables which include leadership style (X_1), organizational culture (X_2) and work motivation (X_3) on employee performance (Y). Where changes that occur in the independent variable will be followed by changes in the dependent variable.

Squaring the correlation coefficient shows the percentage of influence or contribution of independent variables consisting of leadership style variables (X_1), Organizational Culture (X_2) and Work Motivation (X_3) on employee performance (Y). From the results of SPSS calculations presented in table 5.12, it can be seen that the percentage of the influence of the independent variables on the dependent variable as indicated by the coefficient of simultaneous determination (Rsquared) is 75.9%. While the remaining 24.1% is influenced by other variables outside of this study. The adjusted Rsquared value is the adjustment or correction value to the Rsquared value.

The standard error of estimate shows the deviation of predictions in the multiple linear regression equation regression model obtained in this study. The value is 1.470.

c. Multicollinearity

The multicollinearity test is to see whether or not 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, the relationship between the independent variables and the dependent variable will be disturbed. As an illustration, is a regression model with the independent variables are leadership style, organizational culture and work motivation with the dependent variable is performance.

Statistical identification of the presence or absence of multicollinear symptoms can be done by calculating the Variance Inflation Factor (VIF).

Table 2. Multicollinearity Test

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	3.367	0.019		7.162	0.000					
X1	0.382	0.026	0.083	1.455	0.015	0.039	0.082	0.08	0.918	1.09
X2	0.200	0.027	0.108	1.479	0.023	0.128	0.109	0.11	0.986	1.014
X3	0.156	0.009	0.183	2.223	0.007	0.169	0.176	0.18	0.914	1.095

a. Dependent Variable: Y Employee Performance

From the table above, it can be seen that the tolerance values obtained are less than 1 VIF obtained for each independent variable between 1 to 2 , thus indicating the absence of multicollinearity symptoms.

d. Heterokedastisites

The heteroscedasticity test is to see whether there is an inequality of variance from one residual to another observation. The regression model that meets the requirements is where there is a similarity in variance from the residuals of one observation to another, which is fixed or is called homoscedasticity.

In linear regression, the residual value should not have a relationship with the variable X. This can be identified by calculating the Spearman rank correlation between the residuals and all independent variables. The calculation results are as follows:

Table 3 Heteroscedasticity Test Table

				Correlations			
				X1	X2	X3	Y
Spearman's rho	X1	Correlation		1.00	.082	.204	.030
		Coefficient		0			

	Sig. (2-tailed)	.092	.797	.095	.806
	N	68	68	68	68
X2	Correlation Coefficient	.082	1.00	.048	.139
	Sig. (2-tailed)	.797	.092	.697	.257
	N	68	68	68	68
X3	Correlation Coefficient	.204	.048	1.00	.179
	Sig. (2-tailed)	.095	.697	.092	.145
	N	68	68	68	68
Y	Correlation Coefficient	.030	.139	.179	1.00
	Sig. (2-tailed)	.806	.257	.145	.092
	N	68	68	68	68

Based on table 5.15, it is known that the significance value for the leadership style variable is 0.092 leadership style, organizational culture is 0.797 and work motivation is 0.095, which is greater than 5% (0.05). This means that there is no relationship between the independent variables and their residual values, so this study does not have symptoms of heteroscedasticity.

Multiple Linear Regression

To examine the effect of leadership style (X1), organizational culture (X2) and work motivation (X3) on employee performance (Y), multiple linear regression analysis was used. Because the coefficient of beta regression can be seen how much influence each independent variable has on the dependent variable. It can also be seen the effect simultaneously and partially. The results of calculations using SPSS 20.0 can be seen in table 5.15.

Table 4 Table The results of multiple linear regression calculations using SPSS 20.0

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.367	.019		7.162	.000
	X1	.382	.026	.283	1.455	.015

X2	.200	.027	.108	1.479	.023
X3	.156	.009	.081	2.223	.007

a. Dependent Variable: Y Work Performance

Based on the results of SPSS processing which are presented in table 5.16, the multiple linear regression equation can be presented as follows:

$$Y = 3,367 + 0,382.X_1 + 0,200.X_2 + 0,156.X_3$$

The explanation of the above equation is as following below:

1. The constant value is 3.367, meaning that without the independent variables, namely Leadership Style (X_1), Organizational Culture (X_2) and Work Motivation (X_3) on the Employee Performance variable (Y) is 3.367.
2. The regression coefficient value of the Leadership Style variable (X_1) is 0.382. This means that if the Leadership Style variable (X_1) is increased by one unit or 100 percent, it will cause an increase in the value of the dependent variable, namely Employee Performance (Y) by 0.382 units or 38.2 percent. Assuming that the value of the other independent variables, namely Organizational Culture (X_2) and Work Motivation (X_3) is constant or zero.
3. The regression coefficient value of the Organizational Culture variable (X_2) is 0.200. This means that if the value of the Organizational Culture variable (X_2) is increased by one unit or 100 percent, it will cause an increase in the value of the dependent variable, namely Employee Performance (Y) by 0.200 units or 20 percent. Assuming that the value of the other independent variables, namely the leadership style variable (X_1), work motivation (X_3) is constant or 0.
4. The regression coefficient value of the Work Motivation variable (X_3) is 0.156. This means that if the value of the Work Motivation variable (X_3) is increased by one unit or 100 percent, it will cause an increase in the value of the dependent variable, namely Employee Performance (Y) by 0.156 units or 12.6 percent. Assuming that the value of the other independent variables, namely the leadership style variable (X_1), Organizational Culture (X_2) is constant or zero.

Koefisien Beta

To determine the magnitude of the effect of each variable can be explained by knowing the beta coefficient (Ghozali, 2001: 49). In this study the beta coefficient can be seen from table 5.14 Multicollinearity Test, namely:

1. $b_1 = 0.283$ means that the influence of leadership style on employee performance is 28.3%.

2. $b_2 = 0.108$ means that the influence of organizational culture on employee performance is 10.8%.
3. $b_3 = 0.083$ means that the effect of work motivation on employee performance is 8.3%.

Discussion

Partial Influence of Leadership Style, Organizational Culture and Work Motivation on Employee Performance

The regression coefficient value of the leadership style variable (X1) is 0.382 while for testing the leadership style variable (X1), the t-count value is 1.455 and the significance value is 0.015, which is smaller than the 0.05 significant level, this explains that leadership has a close or significant influence, partially on employee performance. The influence between leadership style variables and employee performance is positive and unidirectional. The regression coefficient of the Leadership Style variable (X1) is 0.382. This means that if the Leadership Style variable (X1) is increased by one unit or 100 percent, it will cause an increase in the value of the dependent variable, namely Employee Performance (Y) of 0.382 units. Assuming that the value of the other independent variables, namely Organizational Culture (X2) and Work Motivation (X3) is constant or zero.

These results are in accordance with Siagian's (2003) theory which states that leadership style is a way or pattern of action, the behavior of the leader as a whole in influencing others to be willing to work together to achieve the goals that have been set. And supports research that has been done by Tabubolon (2007), Kristanti and Harahap (2010) and Octaviana and Ariefiantoro (2012) which states that leadership style has a very significant effect on increasing employee performance.

The regression coefficient value of the organizational culture variable (X2) is 0.200, while for testing the organizational culture variable (X2), the t-count value is 1.479 and the significance value is 0.023, which is smaller than the 0.05 significant level, indicating that organizational culture has a close or significant effect on partial to employee performance. The influence between organizational culture variables and employee performance is positive and unidirectional. The regression coefficient of the Organizational Culture variable (X2) is 0.200. This means that if the value of the Organizational Culture variable (X2) is increased by one unit or 100 percent, it will cause an increase in the value of the dependent variable, namely Employee Performance (Y) of 0.200 units. Assuming that the value of the other independent variables, namely the leadership style variable (X1), work motivation (X3) is constant or zero.

This is in accordance with the theory put forward by Stoner (Stoner et al., 1996) that culture has a strong and greater impact on organizational work performance. Meanwhile, in previous research, Indriyani and Christologus (2012), in their research concluded that the influence of organizational culture on performance is smaller than the total effect of job satisfaction on performance.

The regression coefficient value of the work motivation variable (X3) is 0.156 while for testing the work motivation variable (X3), the t-count value is 2.223 and the significance value is 0.007 which is smaller than the 0.05 significant level, indicating that work motivation has a close or significant influence on employee performance. The influence between work motivation variables and employee performance is positive and unidirectional. The regression coefficient of the Work Motivation variable (X3) is 0.156. This means that if the value of the Work Motivation variable (X3) is increased by one unit or 100 percent, it will cause an increase in the value of the dependent variable, namely Employee Performance (Y) of 0.156 units. Assuming that the value of the other independent variables, namely the leadership style variable (X1), Organizational Culture (X2) is constant or zero.

This is in accordance with the theory presented by Hasibuan (2003) which states that motivation is important because with this motivation it is expected that each individual employee will work hard and be enthusiastic to achieve high work productivity. Motivation must be given by the leader to his subordinates because of the dimensions of the division of work to be done as well as possible. And supports the research that has been done by Ariawan (2008), Kristanti and Harahap (2010), and Octaviana and Ariefiantoro (2012) who concluded in their research that work motivation has a positive and significant influence on employee performance.

Simultaneous Influence of Leadership Style, Organizational Culture and Work Motivation on Employee Performance

From the results of the F test, the calculated F value is 11.075 with an error probability of $0.006 < 0.05$, it can be said that there is a simultaneous influence, leadership style (X₁), organizational culture (X₂) and work motivation (X₃) on employee performance (Y). Therefore, the first hypothesis states that leadership style, organizational culture and work motivation simultaneously have a significant effect on the performance of employees in the production division of PT. Hilon Surabaya is acceptable.

This is in accordance with the theory presented by Rivai (2002) that leadership style in an organization is a factor that determines the success or failure of an organization or company. Leadership implies activities to influence the behavior of others, both individually and in groups. Leadership does not have to

be limited by bureaucratic rules or etiquette because leadership does not have to be tied up in an organization and can happen anywhere, as long as someone demonstrates his ability to influence the behavior of others towards the achievement of a particular goal. According to Hasibuan (2003) motivation must be given by the leader to his subordinates because of the dimensions of the division of work to be done as well as possible. And this research also supports the opinion of Stoner et. al, (Stoner et al., 2009) indicated that culture has a strong, and increasingly large, impact on organizational work performance.

Variables with Dominant Influence on Employee Performance

After doing the partial test (t test) it turns out that all existing variables, namely leadership style (X_1), organizational culture (X_2) and work motivation (X_3) have a significant influence on the variable performance of employees of PT. Hilon Surabaya. Among the independent variables in this study, the leadership style variable has a dominant influence among other variables.

In the leadership style variable, the regression coefficient value is 0.382 which is higher than the regression coefficient value for the organizational culture variable, which is 0.200 and the regression coefficient value for the work motivation variable is 0.156. This indicates that employees perceive that the company's leadership style is more important than organizational culture and motivation. work, although each variable has an influence on increasing employee productivity.

The results of this study indicate that the third hypothesis is accepted or proven true, that leadership style is a variable that has a dominant influence on the performance of employees of PT. Hilon Surabaya. This shows that the leaders/managers at PT. Hilon Surabaya must always provide a leadership attitude that can be accepted by all employees, be able to create a good work culture and provide work motivation to employees so that company goals can be achieved.

The results of this study support the theory put forward by Wahjosumidjo (Wahjosumidjo, 1993) explaining that leadership is a relationship of power and power. Leadership is a form of relationship between a group of people, the relationship between those who lead and those who are led, where the relationship reflects a person or group of people who behave because of the authority/power that exists in the person who leads. In this case, the person who leads affects more than is influenced. Siagian (2003) explains that leadership in the context of an organization is the ability and skill of a person who occupies a position as a work unit leader to influence the behavior of others, especially his subordinates, to think and act in such a way, so that through positive behavior, he makes a real contribution. in achieving organizational goals.

The results of this study prove that leadership style is a variable that has a dominant influence on company performance, meaning that leadership style is an

effort to influence many people through the communication process to achieve organizational goals. implemented in accordance with the corridors that have been determined by both parties in accordance with the positions held.

Conclusion

Based on the results of the analysis and discussion, the results of this study can be concluded as follows:

1. From the results of the F test, the calculated F value is 11.075 with an error probability of $0.006 < 0.05$, it can be said that there is a simultaneous influence, leadership style (X1), organizational culture (X2) and work motivation (X3) simultaneously affect significant to the performance of employees of PT. Hilon Surabaya.

2. From the results of the t-test to determine the partial effect of each variable, the t-value for the leadership style variable (X1) is 1.455, organizational culture (X2) is 1.479 and work motivation (X3) is 2.223 with the significance value of each -each variable is smaller than the significant level of 0.05, it can be concluded that leadership style (X1), organizational culture (X2) and work motivation (X3) partially have an influence on the performance of PT. Hilon Surabaya.

3. The regression coefficient value for the leadership style variable (X1) of 0.382 is the coefficient that has the largest value compared to the coefficient value of the other independent variables, so it can be concluded that the leadership style variable (X1) has a dominant influence on the performance of PT. Hilon Surabaya.

4. The value of the regression coefficient on the work motivation variable (X3) of 0.156 is the smallest coefficient value in this study, it can be concluded that employee motivation is still needed to improve employee performance at PT. Hilon Surabaya.

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