



**THE EFFECT OF LEADERSHIP STYLE AND ORGANIZATIONAL CULTURE ON  
EMPLOYEE PERFORMANCE AT PT PLN PERSERO ULTG JENEPONTO**

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**Abstract**

The purpose of this exploration is to determine the effect of leadership style and organizational culture on hand performance at PT PLN ULTG Jeneponto. Hand performance can be said to be the result of work in quality and volume achieved by an hand in carrying out his duties in agreement with the liabilities given to him. This study tries to dissect the effects that affect performance. The several factors assessed are leadership style and organizational culture. The location of this research focusing at PT PLN ULTG Jeneponto Office. The population of this study were all 113 workers of PT PLN ULTG Jeneponto, while the samples in this study were 113 people. The logical system used is path analysis. The results of this study concluded that leadership style has no effect on performance but organizational culture has a positive and significant effect on performance. The better the organizational culture that's applied in company, the more it encourages hand performance.

**Keywords :** *Leadership style, Organizational Culture, Employee Performance*

**1. INTRODUCTION**

Organization is one of the most basic functions in management to achieve the goals set by the company. Organizational activities are closely related to grouping activities, managing people and other resources and delegating them to certain individuals or units to carry them out. Behind every successful organization there must be great human resources. Human Resources as the main factor in the progress of development and achievement of company goals. If a company already has large capital, advanced technology, abundant natural resources but no human resources who can manage and utilize it, then it is impossible to achieve success in achieving organizational goals. For this reason, the importance of the role of human resources in the company is very much needed as the main element and controlling element of the success of the company.

Performance in general is a condition of achievement or results of work in activities or activities or programs that have been planned beforehand, these conditions can be in the form of quantity or quality. If employee performance is not as expected, it will become a problem or an organization. Therefore it is necessary to have values, norms, and attitudes contained in the organizational culture that must be owned by every employee in an organization.

Every company or organization certainly has an organizational culture which becomes a corporate culture that plays a very important role in creating smooth running in all aspects of the company. Organizational culture is a characteristic that exists in an organization that distinguishes it from other organizations. Talking about efforts to empower human resources in improving the quality of a company, it must be accompanied by the productivity of the company. Productivity is a valuable asset produced by employees who are motivated to provide great value to the company. The motivation of these employees is useful for continuing to run and maintain the existence of the company. Every company will lose if it does not pay attention to the topic of the influence of work motivation on performance.

The transformation of the Human Resources of State-Owned Enterprises is necessary in order to realize the function of State-Owned Enterprises as engines of economic growth, social welfare accelerators, employment providers, and talent providers, one of which is through the adoption of Core Values (Core Values). Values State-Owned Enterprises human resources serve as the organizational identity and glue that promotes ongoing performance improvement. By upholding the trust placed in it, continuing to learn and develop its skills, caring for one another and respecting differences, being committed to and prioritizing the interests of the nation and state, continuing to innovate, being enthusiastic about driving or facing change (adaptive), and fostering synergistic collaboration, PLN animates and implements the AKHLAK values as a guide in carrying out its business activities.

In cultural adaptation, an organization will be successful in achieving its goals if members and leaders can work together and be loyal to each other. An organization needs effective leadership, namely the capacity to persuade and inspire people to achieve organizational objectives (Gibson et al., 2014). The organization's operational processes and systems as well as how people perform at work will be determined by the organization's capacity to influence its members. Other studies, like those carried out by Fajra (2011), have revealed that the Agam Regency Regional Civil Service Agency's leadership leans more toward transformational leadership than toward transactional leadership. The leadership approach, namely transformational leadership, has a somewhat negative and negligible impact on employee performance. Corporate culture then has a poor and minimal impact on employee performance.

The phenomenon that has occurred at PT PLN ULTG Jeneponto where since 2020 there has been a change of leadership accompanied by a significant increase in performance. In terms of previous leadership, today's business complexity forces business leaders to be able to communicate at every level within the company. For example, the leader must develop a vision and persuade the team to agree with the vision. Leaders must connect each individual in the company and inspire employees. As a leader, business owners are also required to build trust by convincing members through verbal communication and non-verbal actions in order to strengthen their team members.

This study tries to analyze the things that affect employee performance. The several factors assessed are leadership style and organizational culture. Where this research focuses on the location of the PT PLN ULTG Jeneponto.

## **2. METHODS**

In this study, researchers used a quantitative approach that emphasized the analysis of data in the form of questionnaire results that were processed using statistical methods. Basically, this quantitative approach is carried out in the context of testing the hypothesis and concluding the results at one error probability of rejecting the null hypothesis. With the quantitative method, answers will be obtained from the formulation of the problems that have been previously determined.

The location of this research was at PT PLN ULTG Jenepono and the time of this research was carried out within one month. The population of this study were all 113 employees of PT PLN ULTG Jenepono, while the samples in this study were 113 people. This study used samples taken with the criteria of having worked for more than 5 years.

The types and sources of data used in this study can be classified as follows:

1. Primary Data. The primary data in question is data obtained from respondents through a questionnaire. The questionnaire was conducted to obtain descriptive data about the influence of leadership and organizational culture on job satisfaction and employee performance.
2. Secondary Data. Secondary data is data obtained from other parties such as the number of employees at PT PLN ULTG Jenepono.

### **Data analysis technique**

The first step to be analyzed is to collect the necessary data, measure and then analyze and interpret so that this data becomes more meaningful.

#### **a. Validity test**

The validity test is to determine the feasibility of the items in a list of questions with variables. This test was conducted to measure the data that has been obtained after the research. Validity relates to the accuracy of measuring instruments in carrying out their duties to achieve their goals. The instrument validity test was carried out by calculating the product moment correlation value of each statement item and the result was that all question items had a value above 0.3 which means that all statement items in the questionnaire were valid.

#### **b. Reliability Test**

Reliability (reliability) is a measure of the accuracy and consistency of respondents in answering matters relating to the questionnaire. It is said to be consistent if several measurements of the same subject yield results that are not different. The reliability test was carried out by calculating the alpha coefficient value of all variables and the results obtained for all variables showed a value above 0.60 which means that all variables were reliable.

#### **c. Path Analysis**

The analysis tool used is path analysis, using the SPSS program to perform data analysis.

##### **a. Path analysis assumptions**

The use of path analysis in research data analysis is based on the following assumptions:

Normality test. The normality test aims to determine whether the data population of the independent variable and the dependent variable or both are normally distributed or not.

##### **b. Path diagrams**

Through path analysis, it will be possible to find the most appropriate and short path for an exogenous variable to an endogenous variable. The research variable path model is arranged in a function or equation as follows.

### **3. ANALYSIS AND DISCUSSION**

#### **a. The Influence of leadership style on employee performance within PT PLN Persero ULTG Jeneponto.**

Based on the table above, it can be seen that the leadership style variable has a t count that is smaller than t table ( $-1.550 < 1.9819$ ) and a significant level of  $0.124 > 0.05$ . So it can be concluded that leadership style has no effect on employee performance.

Based on the analysis description table of respondents on the leadership style variable related to my leadership's statement, it provides a clear picture and explains how it is related to our duties, the majority of respondents gave affirmative answers as many as 65 people (57.5%) then continued with 41 people who strongly agreed. (36.3%), neutral as many as 7 people (6.2%) answered disagree as many as 0 people (0%) and strongly disagree 0 people (0%). This suggests that the majority of employees feel their boss provides a clear picture and explains how it relates to our job.

The results of this study corroborate earlier research by Nugroho (2018), which found no relationship between leadership style and performance, indicating that either a good or bad leadership style won't affect changes in employee performance. This research, which claims that a leader's style influences employee performance favorably, is in conflict with other research from (Depitra & Soegoto, 2018). According to additional research (Fajrin & Susilo, 2018), leadership style has a favorable and significant impact on employee performance.

#### **b. The Influence of organizational culture on employee performance within PT PLN Persero ULTG Jeneponto.**

The organizational culture variable has a t count bigger than the t table ( $5.017 > 1.9819$ ) and a significant level of  $0.000 < 0.05$ , as can be seen from the table above. Thus, it can be said that company culture significantly and favorably affects employee performance.

Regarding the statement that I feel I quickly adjust to be better, the majority of respondents gave affirmative answers as many as 69 people (61.1%) then followed by answers that strongly agreed as many as 32 people (28.3%), neutral as many as 12 people (10.6 %) the answers did not agree as many as 0 people (0%) and strongly disagreed 0 people (0%). This shows that the majority of employees feel quick to adjust to be better.

The results of this study also corroborate earlier research by (Afnita et al., 2014), which came to the conclusion that organizational culture affects employee behavior and thinking, and that when it has been internalized by an individual, the individual will work in accordance with organizational cultural values and goals. easier access to the company. According to additional research (Soepeno et al., 2015), organizational culture significantly and favorably affects employee performance. The same is true of research by (Esiana Tangdigling et al., 2019), which found that an employee's work ethic has an impact on how well they perform.

Therefore, employee performance will be better the better the company culture. The development of organizational culture is crucial because it acts as a code of conduct for personnel. Employee performance needs to be supported by a strong organizational culture in order to maximize the work abilities that employees possess. Organizational culture also determines how effectively organizational members are led and appreciated within the business.

#### 4. CONCLUSION

According to the study's findings, leadership style at PT PLN (Persero) ULTG Jeneponto had no discernible impact on staff performance. Employee performance won't be impacted by a more effective leadership approach. Within PT PLN (Persero) ULTG Jeneponto, organizational culture has a favorable and significant impact on employee performance. Employee performance is encouraged more when corporate culture is used effectively.

Looking at the respondent's description table on the leadership style variable, this statement has the lowest value compared to other statements. So the superior's leadership style should have the courage to make decisions and stick to those decisions. Apart from that, on organizational culture variables, efforts are still needed to increase employee awareness in providing opportunities for various parties to contribute. This is part of the Collaborative dimension of AKHLAK BUMN.

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