

THE INFLUENCE OF LEADERSHIP STYLE, ORGANIZATIONAL CULTURE, AND WORK ENVIRONMENT ON THE PERFORMANCE OF PT EMPLOYEES. PERKEBUNAN NUSANTARA III (PERSERO) KEBUN BANDAR BETSY

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Abstract

The Influence of Leadership Style, Organizational Culture, and Work Environment on Employee Performance at Pt. Perkebunan Nusantara Iii (Persero) Kebun Bandar Betsy. This research was conducted at PT. Perkebunan Nusantara III (Persero) Kebun Bandar Betsy, while the object of research is employees at PT. Perkebunan Nusantara III (Persero) Kebun Bandar Betsy. The population in this study were employees of PT. Perkebunan Nusantara III (Persero) Kebun Bandar Betsy as many as 500 people. The sample in this study was 98 people. With the results, Leadership Style partially influences employee performance at PT Perkebunan Nusantara III (Persero) Kebun Bandar Betsy. Organizational culture partially influences employee performance at PT Perkebunan Nusantara III (Persero) Kebun Bandar Betsy. The work environment partially has no effect on employee performance at PT Perkebunan Nusantara III (Persero) Kebun Bandar Betsy. Leadership Style, Organizational Culture and Work Environment simultaneously influence employee performance at PT Perkebunan Nusantara III (Persero) Kebun Bandar Betsy.

Keywords: *Employee Performance, Leadership Style, Organizational Culture, Work Environment.*

1. INTRODUCTION

An organization is a group of people who have an activity with certain goals. The goals of the organization are adjusted to the level of needs and also the background to which the organization was founded (Amalia & Indartono, 2018). Employees are the company's most valuable asset, because apart from being human resources, employees are the main aspect towards achieving organizational goals. Problems with employee performance that cannot be separated from the internal environment of the organization are often encountered in companies. Good performance will influence the progress and success of the organization.

Organizational culture is a situation or condition created in an organization as an agent of change in a positive direction to create Human Resources who are ready to face changes that occur, either to adapt to expected changes or circumstances that occur beyond the organization's expectations (Robbins & Judge, 2018). As in PT. Perkebunan Nusantara III (Persero) Kebun Bandar Betsy, there is a concept of organizational culture that has long been in effect and is applied to each division or section in the company which has different tasks. Because the company PT. Perkebunan Nusantara III (Persero) Kebun Bandar Betsy understands the vital importance of understanding the goals given by the company to employees so that employees can understand the vision and mission as well as the goals of the organization in helping the company achieve its goals. Companies that do not have a good organizational culture will never achieve the dream of achieving organizational goals. Therefore, it is necessary to support a good organizational culture so that company goals are easily achieved, this is related to good long-term effects for the company's progress in facing competition.

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Table 1.1 Achievements of Bandar Betsy Garden Rubber Production

Year	Production (Kg)
2019	4,659,100
2020	4,538,800
2021	4,447,157
2022	4,301,934

Source: PT. Perkebunan Nusantara III (Persero) Kebun Bandar Betsy

Based on Table 1.1, it can be seen that there is a decline in production every year. This decline can be indicated by the decline in employee performance at Kebun Bandar Betsy. Then, human resources are the main factor in determining competitive advantage and success in achieving the company's main goals. Human resources are the integrated abilities of an individual's thinking power and physical power. To achieve this goal, it is necessary to create a great will, desire and optimistic attitude of employees in carrying out the responsibilities given to them well, so that the results of the employees' work are in accordance with what is expected by the company. One of the factors that influences employee performance is leadership style. The phenomenon of leadership style at PT. Perkebunan Nusantara III (Persero) Kebun Bandar Betsy is an authoritarian leadership style where the leadership always forces employees to achieve high work productivity, behind this the leadership does not provide direction or solutions in achieving the productivity targets that have been given.

A person's leadership style has an influence on a person's ability to influence individuals or groups, so that the behavior of subordinates is in accordance with the organization's objectives, there must be a combination of motivation to fulfill their own needs and the organization's demands. Effective leaders are leaders who recognize the important strengths contained in the leadership of a group and are flexible in the approach they use to carry out these leadership tasks which can lead to the emergence of motivation that can improve the performance of their subordinates. The research results of Suparman (2020), Handoyo (2015), and Wong et al. (2005) shows that leadership style influences employee performance.

In managing human resources, many problems will surface, such as employee performance not being in line with what the company expects, therefore there is a need for good cooperation in managing organizational culture so that the organization's goals can run well. Organizational culture is the result of the process of merging the cultural styles and behavior of each individual that were brought before into a new norm and philosophy, which has the energy and pride of the group in facing certain things and goals. Meanwhile, the strength of the organizational culture itself is very dependent on the constructive values that are built and influence the way they act. In fact, this culture must not only be understood by members, but must also be accepted and introduced during recruitment, so that prospective employees realize that they will be entering a different arena with all its challenges.

Organizational culture can influence the way people behave, the way they describe their work, the way they work with colleagues is determined by their norms, values and beliefs. Various studies on organizational behavior show that organizational cultural behavior supports organizational effectiveness and individual responsiveness. The compatibility of organizational members with the prevailing culture can increase productivity, satisfaction with work, performance, organizational commitment, and the desire to remain in the organization. Employee fit with organizational culture can predict increased performance, satisfaction, and workforce turnover between various positions. The results of research by Grandi et al. (2018) shows that organizational culture influences employee performance.

Based on the explanation above regarding organizational culture, leadership style and performance of this government agency, further research is needed regarding the influence of organizational culture and leadership style on employee performance. The research object is employees in the work environment of PT. Perkebunan Nusantara III is one of the state-owned enterprises operating in the plantation sector. Employees of the company PT. Perkebunan

Nusantara III is an important element in the company's human resources and has an important role in realizing the company's main goals. PT employees. Perkebunan Nusantara III (Persero) Kebun Bandar Betsy should also continue to push themselves with what is their responsibility as employees and every employee should have high employee performance for the company by providing all the abilities they have so as to encourage optimal individual performance.

Based on the researcher's observations while working in the PT environment. Perkebunan Nusantara III it can be said that PT. Perkebunan Nusantara III has a working environment that is still not good. During the observations, researchers also found that there were employees who had entered an unproductive age or were no longer young so that the work given could not be completed effectively and efficiently, and these employees also did not carry out the work system provided by the company which was applicable to PT. Perkebunan Nusantara III.

Table 1. 2 Ages of Pre-Research Respondents

Age	Frequency
20-30	13
31-40	5
41-50	11
51-60	1

Based on Table 1.2, it can be seen that 12 respondents are no longer of productive age and are no longer young. Being of an age that is classified as no longer productive causes these employees to be reluctant to follow the work system implemented within the company, meanwhile there are also several employees who often leave the room without a clear purpose and it is also often seen that several employees still do not enter the room during break times. already empty. This should be a special concern for PT. Perkebunan Nusantara III.

Leadership Style

Leadership style is a pattern of behavior that a person shows when he tries to influence other people.

Organizational culture

Organizational culture is a pattern of shared beliefs, behaviors, assumptions and values.

Work environment

The work environment is everything in the worker's environment that can influence him in carrying out his duties.

Employee performance

Performance is a measure of a result. The results of a job can be in the form of goods or services and a person's performance can be seen from the goods or services produced by that person

2. IMPLEMENTATION METHOD

Location and Research Objects

This research was conducted at PT. Perkebunan Nusantara III (Persero) Kebun Bandar Betsy, while the object of research is employees at PT. Perkebunan Nusantara III (Persero) Kebun Bandar Betsy.

Population

The population in this study were employees of PT. Perkebunan Nusantara III (Persero) Kebun Bandar Betsy as many as 500 people.

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Sample

The method used in this research is probability. Probability method using purposive sampling technique. Purposive sampling is a technique for determining samples based on special criteria, namely people who are considered experts (Muhajirin & Panorama, 2017).

Sample selection criteria are as follows:

Table 2.1
Sample Criteria

No	Criteria	Amount
1	PT employees. Perkebunan Nusantara III (Persero) Kebun Bandar Betsy	325
2	Employees aged 24 – 35 years	169
3	Employees who work more than 3 years	98

So from the criteria above, the sample in this study was determined to be 98 people.

3. RESULTS AND DISCUSSION

Multiple Linear Regression Results

Table 3.1 Regression Analysis Results

	Model	Unstandardized Coefficients		t	Sig.
		B	Std. Error		
1	(Constant)	1,034	0.252	4,635	0,000
	Leadership Style	0.381	0.090	4,224	0,000
	Organizational culture	0.201	0.083	2,429	0.017
	Work environment	0.134	0.078	1,711	0.090

Source: Processed Primary Data, 2023

Thus, the results of statistical calculations can be written as a simultaneous multiple linear regression equation as follows:

$$Y = 1.034 + 0.381X_1 + 0.201X_2 + 0.134X_3$$

From the results of the regression equation above, it is known that the results of the research are as follows:

1. The constant value is 1.034, meaning that if the Leadership Style, Organizational Culture and Work Environment variables are zero or constant, then the Employee Performance variable will have a positive value of 1.034.
2. The regression coefficient for the influence of Leadership Style is 0.381, explaining that every increase in Leadership Style will increase Employee Performance by 0.381, meaning that there is a positive influence of the Leadership Style variable on Employee Performance.
3. The regression coefficient for the influence of Organizational Culture is 0.201, explaining that every increase in Organizational Culture will increase Employee Performance by 0.201, meaning that there is a positive influence of the Organizational Culture variable on Employee Performance.
4. The regression coefficient for the influence of the work environment is 0.134, explaining that every increase in the work environment will increase employee performance by 0.134, meaning that there is a positive influence of the work environment variable on employee performance.

Simultaneously (F Test)

Table 4.16 Simultaneous Test Results (F Test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15,974	3	5,325	56,401	,000b
	Residual	8,874	94	,094		
	Total	24,848	97			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X1, X2

Source: Processed Primary Data, 2023

The results of dividing the Mean Square regression by the residual Mean Square obtained a calculated F value of 56.401 with a significance probability value limit of 0.000. Meanwhile, the F table value at the 5% significance level and df 94 is 2.70. Thus the calculated F value (56.401) is greater than the F table (2.70) so that a decision can be taken, namely accepting the alternative hypothesis (Ha) and rejecting the Ho hypothesis, meaning Leadership Style (X1), Organizational Culture (X2) and Work Environment (X3) together influence employee performance (Y).

Partially (t Test)

Table 3.2 Partial Test Results (t Test)

		Unstandardized Coefficients			
Model		B	Std. Error	t	Sig.
1	(Constant)	1,034	0.250	4,635	0,000
	Leadership Style	0.381	0.084	4,224	0,000
	Organizational culture	0.201	0.083	2,429	0.017
	Work environment	0.134	0.086	1,711	0.090

Source: Processed Primary Data, 2023

Based on Table 4.17, the results can be explained as follows.

a. Partial influence of the Leadership Style variable on Employee Performance

From the results of comparing the regression coefficient values with the standard error, the calculated t value for the influence of the Leadership Style variable is 4.224 with a significance probability value of 0.000. Meanwhile, the t-table value at df 95 and a significance level of 5% is 1.984. The results of this calculation show that the calculated t value is greater than the t-table value so that a decision can be taken that the alternative hypothesis (Ha) can be accepted and reject the null hypothesis (Ho), meaning that Leadership Style (X1) partially has a significant effect on Employee Performance (Y).

b. Partial influence of the Organizational Culture variable on Employee Performance

From the results of comparing the regression coefficient values with the standard error, the calculated t value for the influence of the Organizational Culture variable is 2.429 with a significance probability value of 0.017. Meanwhile, the t-table value at df 95 and a significance level of 5% is 1.984. The results of this calculation show that the calculated t value is greater than the t-table value so that a decision can be taken that the alternative hypothesis (Ha) can be accepted and reject the null hypothesis (Ho), meaning that Organizational Culture (X2) partially has a significant effect on Employee Performance.

c. Partial influence of Work Environment variable on Employee Performance

From the results of comparing the regression coefficient values with the standard error, the calculated t value for the influence of the Work Environment variable is 1,711 with a significance probability value of 0.090. Meanwhile, the t-table value at df 95 and a significance level of 5% is 1.984. The results of this calculation show that the calculated t value is smaller than the t-table value so that a decision can be taken that the alternative hypothesis (Ha) can be rejected and accept

the null hypothesis (Ho), meaning that the Work Environment (X3) partially has no significant effect on Employee Performance. .

DISCUSSION

1. The Influence of Leadership Style, Organizational Culture and Work Environment on Employee Performance

The results of dividing the regression Mean Square by the residual Mean Square produce a calculated F value of 56,401 with a significance probability value limit of 0.000. Meanwhile, the F table value at the 5% significance level and df 90 is 2.70. Thus the calculated F value (74,690) greater than F table (2.70) so that a decision can be taken, namely accepting the alternative hypothesis (Ha) and rejecting the Ho hypothesis, meaning Leadership Style (X1), Organizational Culture (X2) and Work Environment (X3) together influence Employee Performance (Y). The Adjusted R Square value of this size explains that the role of the variables Leadership Style (X1), Organizational Culture (X2) and Work Environment (X3) in influencing Employee Performance (Y) is 0.631 or 63.1%. Meanwhile, the remainder (residual value) of the role of this variable is 0.369 or 36.9% influenced by other variables not involved in this research. The results of this research are in line with research by Buana et al. (2019) which found that organizational culture, work environment, and leadership style simultaneously influence employee performance. The same thing was also obtained in Emil and Albertis' (2019) research which found that leadership style, organizational culture and work environment influence employee performance.

2. The Influence of Leadership Style on Employee Performance

From the results of comparing the regression coefficient values with the standard error, the calculated t value for the influence of the Leadership Style variable is 4.224 with a significance probability value of 0.000. Meanwhile, the t-table value at df 91 and a significance level of 5% is 1.984. The results of this calculation show that the calculated t value is greater than the t-table value so that a decision can be taken that the alternative hypothesis (Ha) can be accepted and reject the null hypothesis (Ho), meaning that Leadership Style (X1) partially has a significant effect on Employee Performance (Y). Study (Efendi, 2020) obtained results in his research that leadership style had a positive and significant effect on employee performance.

3. The Influence of Organizational Culture on Employee Performance

From the results of comparing the regression coefficient values with the standard error, the calculated t value for the influence of the Leadership Style variable is 2.429 with a significance probability value of 0.017. Meanwhile, the t-table value at df 91 and a significance level of 5% is 1.984. The results of this calculation show that the calculated t value is greater than the t-table value so that a decision can be taken that the alternative hypothesis (Ha) can be accepted and reject the null hypothesis (Ho), meaning that Organizational Culture (X2) partially has a significant effect on Employee Performance (Y). In research (Muis, et al., 2018) found that organizational culture has a positive and significant effect on employee performance. In line with research (Rosvita, Setyowati and Fanani 2017) who got the same results that organizational culture can influence employee performance.

4. The Influence of the Work Environment on Employee Performance

From the results of comparing the regression coefficient values with the standard error, the calculated t value for the influence of the Work Environment variable is 1,711 with a significance probability value of 0.090. Meanwhile, the t-table value at df 95 and a significance level of 5% is 1.984. The results of this calculation show that the calculated t value is smaller than the t-table value so that a decision can be taken that the alternative hypothesis (Ha) can be rejected and accept the null hypothesis (Ho), meaning that the Work Environment (X3) partially has no significant effect on Employee Performance. The results of this study are not in line with research (Lestary &

Chaniago, 2017)obtained the results that the work environment and employee performance have a positive relationship and the work environment influences employee performance.

4. CONCLUSION

Based on the discussion of the research results presented in the previous section, the following conclusions can be drawn:

1. Leadership style partially influences employee performance at PT Perkebunan Nusantara III (Persero) Kebun Bandar Betsy.
2. Organizational culture partially influences employee performance at PT Perkebunan Nusantara III (Persero) Kebun Bandar Betsy.
3. The work environment partially has no effect on employee performance at PT Perkebunan Nusantara III (Persero) Kebun Bandar Betsy.
4. Leadership Style, Organizational Culture and Work Environment simultaneously influence employee performance at PT Perkebunan Nusantara III (Persero) Kebun Bandar Betsy.

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