

The Influence of Leadership and Organizational Culture on Employee Performance at PT Lippo General Insurance

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Abstract

Field observations show that the performance of employees at the company PT. LIPPO General Insurance needs to improve and optimize. This can be seen from the low level of employee commitment which can be seen from a lack of sense of responsibility in completing work tasks and responsibilities. Some employees were also found not to be punctual which affected funding at the PT company. LIPPO General Insurance. The research carried out aims to determine the influence that leadership and organizational culture have on the performance of PT Lippo employeesGeneral Insurance. The research is in the quantitative category with multiple linear regression analysis. The results of the research show that leadership has a positive and partially significant influence on employee performance as evidenced by $T_{count} 2.991 > 2.021 T_{table}$ and significance $0.005 < 0.05$. Organizational culture influences employee performance positively and partially significantly based on the results of $T_{count} 2.873 > 2.021 T_{table}$ and significance $0.007 < 0.05$. Furthermore, leadership and organizational culture have a positive and significant influence simultaneously on employee performance as shown by the F count of $16.680 > 3.24 F_{table}$ and a significance value of $0.000 < 0.05$. The influence of the two independent variables including leadership and organizational culture on employee performance was 46.1%, with the other 33.9% influenced by other factors outside the research.

Keywords: Employee Performance, Leadership, Organizational Culture

INTRODUCTION

Human Resources are the most important asset of a company because their role is to show the implementing subject of a policy and operational activities of a particular company. In the current era, the influence of globalization provides a fairly

high level, especially in terms of competition and complexity between companies and finally, the result is that each company is required to improve something that is related to each company and also be more interactive so that this can be achieved. survive onwards. Everything that should be improved starts from all aspects, especially in terms of human resources or employees, based on existing regulations at the institution. To achieve success, companies carry out controls so that they are able to face competition that will arise in the future. So that in the future, when a company is not stuck, it must have the courage to face challenges and their implications, one of which is by never being afraid of change and of course the competition can be won. The human resources themselves are owned by an institution, for example in terms of methods, machines and capital which cannot provide optimum results if they are not supported by optimal human resources. According to Mariam (2009), she has an opinion that high performance or job performance is needed by a company.

A leader has an obligation to pay attention in the right way to mobilize, mobilize and develop all employee potential. And also a leader must provide guidance to employees so that they can create satisfaction and commitment and obtain results that can improve performance. During the work process, an organization certainly has a cultural relationship that is also created. In this case, cultural ties are created by employees, which relate to carrying out their main duties and functions as employees, relationships between employees and between employees and leaders. To bind employees, a culture is needed that creates uniformity in behavior or actions. Over time, the advantages or benefits of an organizational culture can eventually contribute to the overall effectiveness of an organization. If an employee's behavior can be influenced by organizational cultural factors. Where culture is a clear view of all members of the organization, and the result is that each employee with organizational member status will have the right values, beliefs and behavior within the organization. Organizational culture is a part of organizational life where it has an influence on the attitudes, effectiveness and behavior of employees.

Added to this is the opinion of (H. Mulyadi, 2014) that whether or not an agreed intention of an organization is achieved, several factors are also reviewed by the organization's employees. Also, the absence of employees means that it is impossible that all jobs can be done and the organization's goals can be achieved, added by expert opinion from P. Hellen Wijaya and Chichi Rahmayanti (2018) in order to improve performance, one of which is leadership style.

According to an expert named Kasmir (2016), he has an opinion that a factor has an influence on performance starting from behavior and work results, namely organizational culture. Added by an expert named Girsang (2019) who has an opinion that organizational culture does not have a significant influence on performance. Arifin (2020) states that leadership does not have a direct influence on performance. Effendi (2021) then found a connection between leadership and culture; On the other hand, culture can be penetrated by leadership through cultural socialization to create a leadership style.

There is an important factor in the opinion of experts named Bass (2003) and Locander (2002) that can determine employee performance and also the skills of an organization in adapting to environmental changes. According to Dvir (2002), a leader directs and develops the potential and abilities of his followers to achieve the goals and objectives of the organization. Complements the views of Ogbonna and Harris (2000) in their research on leadership style, organizational culture and company performance in the UK. Research results show that leadership style does not have a direct relationship to performance. However, this is where the link between the culture of innovation and competition and organizational performance becomes strong and good.

According to Siagian (2015), in the soul of a leader he must be able to project a personality which is reflected in things like loyalty towards his subordinates, a form of loyalty to the organization, discipline in work, carrying out main tasks and functions, then regarding the attitude and moral foundation used, honesty, pay attention to and consider the needs of many people as well as various other moral values. As stated by Saputri et al (2018) in their research, maintaining quality performance can be achieved by providing role models and intensive periodic training. This means that exemplary leadership training is needed to produce good performance.

From previous research by Teguh Rhiman Handoko (2012) in research regarding the influence of leadership, organizational culture, work discipline on employee performance at Pondok Serrata. The research results show that the level of leadership, organizational culture and work discipline have a significant positive influence on employee performance. Research results also show that with good organizational culture, employee performance will increase. In this case, the gap that researchers can fill lies in how these variables are related and with different case studies.

The phenomenon found that the performance of employees in the company needs to be optimized can be found from the low commitment of the employees which can be seen from their negligence in carrying out the responsibilities and tasks given in the job and it is known that there is a lack of punctuality in the company. Based on the background, the relevant researchers conducted research with the title "The Influence of Leadership and Organizational Culture on Employee Performance at PT Lippo General Insurance".

LITERATURE REVIEW

1. Leadership

Leadership means the existence of a factor that is quite urgent and has an influence on the success of an organization because leadership is a main activity to achieve organizational goals. In general, according to Sunyoto Da Nang (2013), leadership means that a process has an influence on individual or group performance in achieving goals under certain conditions. Leadership is a way for a leader to influence his subordinates so that employees are willing to work together and effectively to achieve the goals of the organization (Hasibuan 2012). Leadership is also a factor that is quite urgent in influencing the success of an organization, because leadership is the main activity in achieving an organization's goals (Tahir, 2015).

2. Organizational culture

Organizational culture refers to a value which guides HR in carrying out their duties and attitude in the organization. These values will indicate whether an action is good or bad, whether the behavior is recommended or not, to be used as a basis for that behavior. On the other hand, he believes that discussing a company's culture involves various discussion topics, including adhered to values, symbols, habits or work ethics, for example role models, self-regulation, and future "stories" in life (Nawawi , 2015). Added expert commentary from Peter. F. Drucker and Tika (2006) Organizational culture aims to solve internal and external problems which are carried out systematically and then applied by new team members in learning, thinking and feeling right about existing problems.

3. Employee performance

Employee performance is what influences their contribution to a company. Apart from that, other opinions state that employee performance is the result of work carried

out by employees who express themselves based on their role in the organization (Hariandja, 2002: 195). As for implementation, according to the opinion of one person named Sisdyani (2012), there are additional results that a person obtains when doing a job. Employee performance is an important factor in the company, so to make it happen, factors that trigger it are needed, namely organizational culture and leadership style. The results of several studies show that organizational culture variables have a significant positive influence on employee performance. Mangkunegaran (2014) found that performance is the result of the quality and quality of work carried out by an employee when carrying out their duties based on the responsibilities given. High levels of performance are also associated with high motivation. On the other hand, when low motivation is associated with low performance. Siagian (2009) believes that motivation is what enables a person to make a major contribution to achieving organizational goals.

METHOD

Quantitative type research with multiple linear regression analysis. Statistical calculations of multiple linear analysis are useful in seeing the influence of several independent variables on a dependent variable where the value of the independent variable is previously known (Moore, et al., 2011). The instrument used in the research was a questionnaire. Data collection from the questionnaire was carried out by providing closed statements adapted to the variables studied which were distributed to respondents using a Likert scale and suggesting 5 alternative answers (Hadi & Hanif, et al., 2022). The research sample was determined using a simple random sampling method. The population in the research conducted was all employees of PT Lippo General Insurance in South Jakarta City. The total research sample was 42 respondents.

Figure 1. Conceptual framework of research.

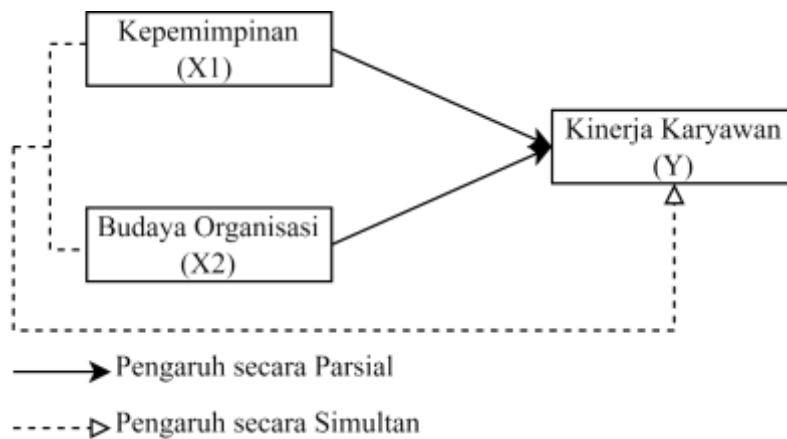


Figure 1.conceptual framework

Multiple linear regression analysis aims to play a role in explaining the relationship between the independent variable and the dependent variable. The test uses a multiple linear regression model with the equation below:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + e$$

Information :

a= Constant

$\beta_1 \beta_2 \beta_3$ = Regression coefficient

Y= Employee performance

X₁ = Leadership

X₂ = Organizational Culture

e= error

RESULTS AND DISCUSSION

Validity and Reliability

The validity of the instrument must be proven from the content, structure and criteria(Yusup, 2018). The validity test aims to see the accuracy of the measurement. Checking validity can be seen from checking the calculated r-value and r-table value. If the value of the r-calculation has a value greater than the r-table then the construct is declared valid (Purpasari & Pupita, 2022). Table 1 below lists the results of the SPSS version 25 validity test.

Table 1.Validity Test Results

Variable	Items	rcount	rtable	Information
Leadership	X1.1	0.686	0.304	Valid
	X1.2	0.605	0.304	Valid
	X1.3	0.584	0.304	Valid
	X1.4	0.446	0.304	Valid
	X1.5	0.562	0.304	Valid
Organizational culture	X2.1	0.758	0.304	Valid
	X2.2	0.463	0.304	Valid
	X2.3	0.626	0.304	Valid
	X2.4	0.309	0.304	Valid
	X2.5	0.507	0.304	Valid
Employee performance	Y.1	0.750	0.304	Valid
	Y.2	0.709	0.304	Valid
	Y.3	0.626	0.304	Valid
	Y.4	0.567	0.304	Valid
	Y.5	0.615	0.304	Valid

The validity of an instrument can be declared valid if it has a value of rcount > rtable. The largest r-count value in Table 1 is 0.758 > 0.304 r-table, while the smallest value is r-count 0.309 > 0.304. If we look at table 1, it can be seen that all the independent variables, both leadership (X1) and organizational culture (X2), as well as employee performance (Y), are valid because they have an rcount > 0.304 rtable. Table 1 explains that the instruments in the research are valid.

UI reliability is useful in proving the accuracy and consistency of an instrument for measuring a construct. A construct is declared reliable if it has a Cornbach's alpha value > 0.6. When the construct value is <0.6, it is stated that the construct is unreliable and cannot be relied upon to describe existing conditions in the field (Ghozali & Latan, 2015). Cornbach alpha reliability can be seen from a value > 0.6. Table 2 lists the results of the reliability test which have been processed in SPSS version 25.

Table 2. Reliability Test Results

Variable	Cronbach's Alpa value	Information
Leadership (X1)	1,009	Reliable
Organizational Culture (X2)	0.621	
Employee Performance (Y)	1,033	

The Cornbach's alpha value listed in Table 2 is known to have a value > 0.6 . This is proven by the Cornbach's alpha value of the independent leadership variable of 1.009, then organizational culture has a Cornbach's alpha value of 0.621. Then the variable value dependent on employee performance has a value of 1.033. The values listed in Table 2 provide information that all variables, both independent and dependent variables, are reliable or dependable.

Normality

Data normality testing was carried out on each sample separately by considering the grouping of independent variables and dependent variables (Orcan, 2020). Normality checks can be carried out in various ways, the most frequently used techniques are Kolmogorov-Smirnov and Shapiro-Wilk (Park, 2008; Razali & Wah, 2011). The research uses Kolmogorov-Sminorv test analysis, data is declared to be normally distributed if it has an Asym.Sig value > 0.5 . Figure 2 and Table 3 are the results of the normality data processing test using SPSS version 22.

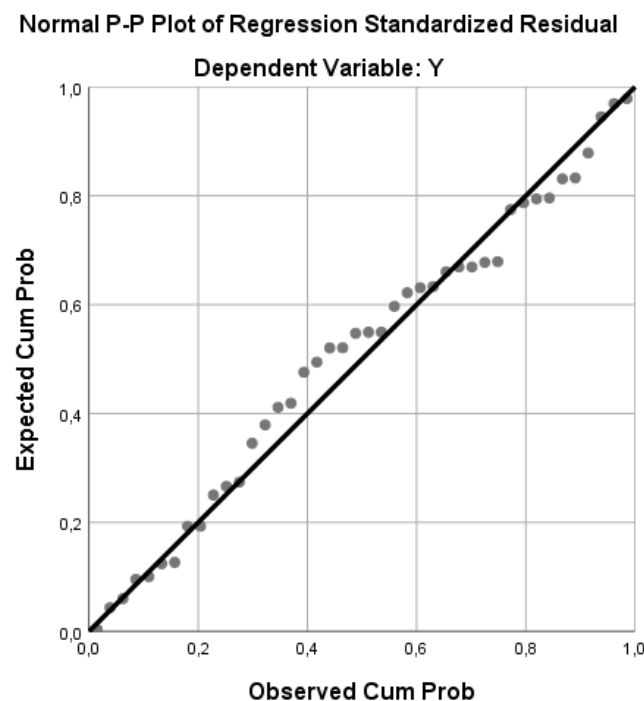


Figure 2.Normality Test Plot

Table 3. Normality Test Results

Unstandardized Residuals	
N	42
Kolmogorov-Smirnov	0.094
Asymp.Sig (2-tailed)	0.200

The data that has been collected using the instrument is then tested based on the Kolmogorov-Sminorv test. Testing with Kolmogorov-Sminorv, the data will be declared valid if it has an Asym.Sig (2-tailed) value > 0.05 . Table 3. includes the Kolmogorov-Sminorv test results of Asym.Sig (2-tailed) $0.200 > 0.05$. Based on the results of the tests carried out, it can be seen that the data is normally distributed.

Multicollinearity

Multicollinearity occurs if the regression model consists of many independent variables that are correlated not only with the dependent variable but also with each other (Young, 2017). Determining the multicollinearity of data is reviewed through the VIF and tolerance values. The Variance Inflation Factor is useful for determining the magnitude of the increase in the estimated variance of the regression coefficient if the independent variables are correlated. The tolerance value is inversely proportional to VIF. A lower tolerance value illustrates the occurrence of multicollinearity between variables (Shrestha, 2020). The test results that state that there is no multicollinearity in the regression model are known from the $VIF < 10$ and $Tolerance > 0.1$. The results of the multicollinearity test are shown in Table 4 below.

Table 4. Multicollinearity Test Results

Variable	Tolerance	VIF
Leadership (X1)	,765	1,307
Organizational Culture (X2)	,765	1,307

A regression model can be accepted if it has multicollinearity values that can still be tolerated, namely $Tolerance > 0.1$ and $VIF < 10$. Table 4 shows the Tolerance and VIF values of the regression model in the study. The independent variable leadership has a Tolerance value of $0.765 > 0.1$ and $VIF 1.307 < 10$. Furthermore, the independent variable organizational culture has a Tolerance value of $0.765 > 0.1$ and $VIF 1.307 < 10$. These values indicate that there is no multicollinearity between the independent variables and the regression model can accepted.

Heteroscedasticity

Heteroscedasticity testing aims to find out whether in a regression model in research there are differences between the residual variances of all the data. The heteroscedasticity test of the regression model can be seen from the scatterplot image. Variables must be spread out and not form a particular pattern so that the

regression model can be accepted (Nibayah, 2019). Figure 3 explains the SPSS version 25 test results from the scatterplot.

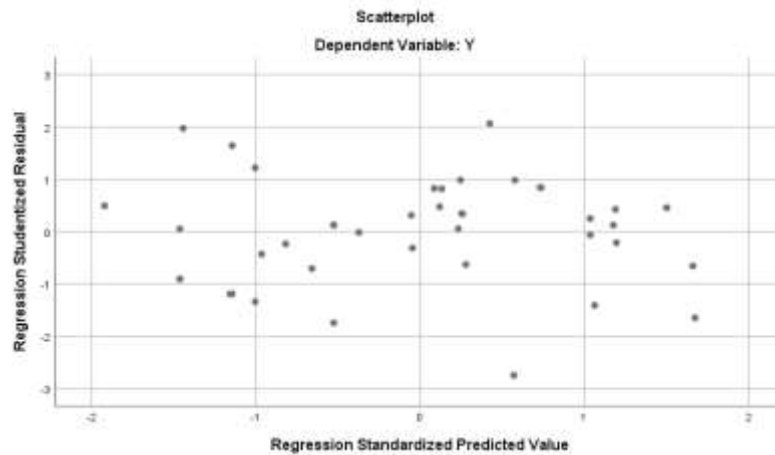


Figure 3.Heteroscedasticity Test Results

The regression model can be accepted if it meets the requirements, namely that heteroscedasticity does not occur. Figure 3 explains the results of the heteroscedasticity test which have been processed using the SPSS version 25 application. Figure 3 shows that the plots for each variable do not form a particular pattern. This means that heteroscedasticity does not occur with the regression model in the research.

Multiple Linear Regression Analysis

Multiple linear regression analysis is useful in seeing the relationship between variables that have a causal relationship. The main aim of linear regression is to analyze the relationship between variables and create an equation model (Uyanik & Güler, 2013). Table 5 shows the results of the multiple linear method test.

Table 5. Multiple Linear Method Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1,877	1,849		1,015	,316
Leadership (X1)	,451	,151	,402	2,991	,005
Organizational Culture(X2)	,470	,164	,386	2,873	,007

$$Y = 1,877 + 0,451X_1 + 0,470X_2 + e$$

1. Constant, employee performance which is not influenced by the independent variables both leadership (X1) and organizational culture (X2) is 1.877.
2. X1 = 0.451, showing that there is a positive and significant influence given by leadership (X1) of 0.451 to the dependent variable employee performance (Y). If there is an increase, the influence of leadership (X1) on employee performance (Y) is 0.451.
3. X2 = 0.470, indicating the influence of organizational culture (X2) on employee performance (Y) of 0.470. When there is an increase in organizational culture, the positive and significant influence given is 0.470.

Coefficient of determination

The coefficient of determination (R²) plays a role in determining the relationship value of the independent variable with the dependent variable. The R² value is around 0.0 to 1.0. If the coefficient of determination has a value of 0.0 then it is known that the value of the independent variable means that the dependent variable cannot be estimated. If the coefficient of determination value is 1.0, it indicates that the point located on the line has no scatter points. If the value of the independent variable is known, the dependent variable can be predicted well (Chayalakshmi, et al., 2018). Table 6 below shows the coefficient of determination values which have been processed using SPSS version 25.

Table 6. Coefficient of Determination (R²)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,679a	,461	,433	3,269

Table 6 explains that there is an influence exerted by the independent variables in the form of leadership (X1) and organizational culture (X2) on the dependent variable in the form of instant employee performance (Y). The influence exerted by the independent variable on the dependent variable is 46.1%. Furthermore, another 53.9% was influenced by factors outside the research.

F test

The F test functions to see how much influence the independent variable has on the dependent variable simultaneously or simultaneously (Lind et al., 2014). The simultaneous influence can be seen from the test results which have a value of

$F_{count} > F_{table}$ and significance < 0.05 . Table 6 below shows the results of the F test which has been processed using SPSS version 25. Table 7 below shows the results of the F test which has been processed using the SPSS version 22 application.

Table 7. F Test Results

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	356,438	2	178,219	16,680	,000b
	Residual	416,705	39	10,685		
	Total	773,143	41			

Table 7 lists a significance value of 0.000 with an F_{count} of 16.680. F_{table} with 42 respondents is 3.24. These results show that leadership and organizational culture variables have a positive and significant influence simultaneously on employee performance. This is proven by a significance value of $0.000 < 0.05$ and an F_{count} value of $16.680 > F_{table}$ 3.24.

H1: Leadership has a partially positive and significant effect on employee performance

Based on the test results, the T_{count} value and the significance of leadership with employee performance is T_{count} 2.991 $>$ 2.021 T_{table} and the significance is $0.005 < 0.05$. This value shows that H1 is accepted as proven by $T_{count} > T_{table}$ and significance > 0.05 . The conclusion H1 is accepted which states that there is a positive and partially significant influence of the leadership variable on employee performance. This means that the better the leadership implemented in company operations, especially at PT Lippo General Insurance, South Jakarta City, it will be directly proportional to the increase in employee performance. Research that is in line with the results obtained by Zeindra and Lukito (2020), Putri and Fatahurrazak (2020), Rahman et al (2023), and Setyowati et al (2022)

The leadership style that applies in a company can encourage increased employee performance. Leadership that is applied not only directs subordinates but also acts as an example so that employee performance satisfaction can be achieved. Leaders are required to have a clear and realistic business strategy which in its operations and processes motivates members, is attentive and cares about the problems faced by employees, is influential and has a good level of persuasion so that employee performance is not disturbed and a strong team is formed. Leaders must be able to respect differences of opinion so that the goals set by the company can be achieved.

H2: Organizational culture has a positive and partially significant effect on employee performance

The results of the regression analysis test listed in Table 5 show that the T value is $2.873 > 2.021$ T table and the significance is $0.007 < 0.05$ for the organizational culture variable on employee performance. These results indicate that H2 is accepted because the $T_{count} > T_{Table}$ and $significance < 0.05$. The conclusion obtained is that organizational culture has a partially positive and significant effect on employee performance. This means that the better the application of organizational culture to the employees of PT Lippo General Insurance, South Jakarta City, the better the employee's performance will be.

The results of this research are supported by research by Muratin (2021), Nasution and Rustam (2023), Asniwati and Firman (2023), and Sularmi and Apriyanti (2019). This research states that there is a positive and significant influence of organizational culture on employee performance, which means that good organizational culture will have an impact on the quality of employee performance. The organizational culture implemented by the company is an effort to encourage employee enthusiasm in carrying out work based on the goals they want to achieve. Organizational culture supports employee performance to be better in effectiveness and efficiency. The close connection of organizational culture to improving employee performance is that a good organizational culture will encourage employees to move forward with the organization. Weak organizational culture and unclear company regulations will result in employees behaving as they please, to the detriment of the company. On the other hand, if the company implements a good organizational culture, employees will form good habits that are ingrained in themselves positively. This positive attitude will influence actions and help employees to work according to the rules which encourage accelerated employee adaptation to the work environment so that it can have an effect on improving employee performance.

H3: Leadership has a positive and significant effect simultaneously on employee performance

Employee performance is influenced by various factors, including leadership and organizational culture. Based on Table 6, the influence value of leadership and organizational culture is listed with a calculated F value of $16.680 > 3.24$ F table and a significance value of $0.000 < 0.05$. These results show that the conclusion of H3 is accepted, so it can be concluded that there is a simultaneous positive and significant

influence of the independent variables leadership and organizational culture on employee performance. The influence of the two independent variables including leadership and organizational culture on employee performance was 46.1%, with the other 33.9% influenced by other factors outside the research. This means that leadership methods and organizational culture are good if implemented PT Lippo General Insurance, South Jakarta City, employee performance will also be better.

CONCLUSION

1. Leadership on employee performance is known to have a T value of $2.991 > 2.021$ T table and a significance of $0.005 < 0.05$. This value shows that H1 is accepted as proven by $T_{count} > T_{table}$ and significance > 0.05 . The conclusion H1 is accepted which states that there is a positive and partially significant influence of the leadership variable on employee performance.
2. The T value is $2.873 > 2.021$ T table and the significance is $0.007 < 0.05$ for the organizational culture variable on employee performance. The conclusion obtained is that organizational culture has a partially positive and significant effect on employee performance.
3. Employee performance is influenced by several factors, some of which are leadership and organizational culture. The influence value of leadership and organizational culture with an F value of $16.680 > 3.24$ F table and a significance value of $0.000 < 0.05$. These results show that there is a positive and significant simultaneous influence of the independent variables leadership and organizational culture on employee performance. The influence of the two independent variables including leadership and organizational culture on employee performance was 46.1%, with the other 33.9% influenced by other factors outside the research.

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