

The Influence Of Organizational Culture, Internal Environment And Leadership Style On Employee Performance At PT. Rubber Hock Lie Sunggal

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Abstract.

This study aims to understand the influence of organizational culture, internal environment and leadership style on employee performance at PT.Rubber Hock Lie Sunggal. The research method uses descriptive quantitative, the population in this study consisted of 166 people. This sampling used the purposive sampling technique with the Slovin formula as a measuring tool to calculate the sample with a general level of 5% used, so that this study amounted to 117 populations. In this study using multiple linear regression method. The results of this study answered the research hypothesis and the results of R square 33.6%.

Keywords: Organizational culture, internal environment, leadership style, employee performance

I. INTRODUCTION

PT. Rubber Hock Lie Sunggal is an international company engaged in the Crumb Rubber industry, a company that produces rubber for the industry into tires. As is the case with the Rubber Hock Lie Sunggal company, which is a private company that was founded in 1934 and is engaged in crumb rubber, growing for more than 70 years, Supported by a workforce of 166 they are ready to commit and play an important role in the company, In addition, PT.Rubber Hock Lie is also able to produce with a product level of 1000-1300 tons of rubber per month to the lowest level ever experienced reaching 900 tons. To achieve the company's goals, service to employees is needed as a skilled workforce and ready at any time.Organizational culture is a habit that lasts a long time and is used and applied in the life of work activities as one of the drivers to improve the quality of work of employees and company managers. Organizational Culture used by PT. Rubber Hock Lie Sunggal is by using a Disciplined Culture, open organization, and participatory, Disciplined culture is applied to all employees coming to work at 08.00 WIB and leaving at 16.00 WIB, Before starting work the leader provides direction and establishes open communication reminding employees to be careful at work , solidarity and togetherness in team problem solving to each employee.PT. Rubber Hock Lie Sunggal has been equipped with advanced tools and machines that are imported directly to create a shorter production process, but the problem with the machine is that it is often constrained by damage and the sound emitted by the machine is very disturbing the peace and comfort of the company's environment, as well as the smell of rubber latex that unpleasant that is released in the production process. The internal environment consists of the structure (structure), culture (culture), resources (resources).

The internal environment needs to be analyzed to find out the strengths and weaknesses that exist within the company. Structure is the way a company manages organizational resources with regard to communication, authority and work flow. If the company can optimize the use of these resources then,Leadership style applied by the leadership of PT.Rubber Hocklie Sunggal, namely the Democratic Leadership Style, the decision-making process lasts a long time, it is difficult to reach consensus because everyone's opinion is clearly different and will trigger conflict if the decisions taken are not appropriate and if the ego of each member is high. Leadership is a very important factor in influencing organizational performance because leadership is the main activity by which organizational goals can be achieved. (Tampi 2014) In general, leadership is defined as a process of influencing the activities of individuals or groups to achieve goals in certain situations. (Tampi 2014) stated that performance is carrying out an activity and perfecting it to get the expected results by taking responsibility.Good performance can be seen from the results obtained, in accordance with organizational standards. Employee performance is one of the factors

that greatly affect the success of the company. Where, performance is the result of work and the quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. For this reason, performance is very important in the company, because the performance of employees determines the level of success of the company itself from the number of targets produced and also from the production results that have good quality, so that the achievements obtained by HR will contribute to the company. Employee performance can be influenced by several factors such as competence, training, supervision and so on.

II. METHODS

This research method uses descriptive quantitative. namely a research method that produces an accurate picture of a group. Describe the mechanism of a process or relationship. based on positivism, with statistical tests used to determine the number of populations and samples. This type of research is descriptive research. Aims to investigate phenomena related to ongoing events and with regard to current conditions to find out independent variables and make a description. In this research method, calculating statistical results using multiple linear regression analysis formulas and using classical assumption tests to obtain a good regression model must be free from data deviations consisting of normality, multicollinearity, autocorrelation and heteroscedasticity. The population is 166 employees and the sampling technique is random sampling using the Slovin formula so that the number of samples is 117 employees. Data collection techniques in this study were by using: interviews, questionnaires and documentation studies. And the data sources used are primary and secondary data.

III. RESULT AND DISCUSSION

1. Normality test

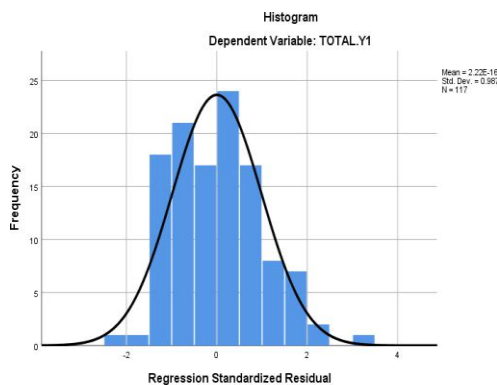


Fig 1. Normality Test

From the results of the image above, we know that if the data forms a curve that is classified as symmetrical (U) which means it does not shift left or right, therefore it can be said that the data obtained are normally distributed.

2. Multicollinearity Test

Multicollinearity Test Results

Model		Coefficients ^a						Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF	
		B	Std. Error	Beta					
1	(Constant)	1,494	3,545		.421	.674			
	Culture organization	.187	.088	.180	2.118	.036	.808	1,237	
	Environment internal	.428	.211	.327	2.025	.045	.224	4.460	
	Style leadership	.343	.169	.330	2.030	.045	.222	4.498	

a. Dependent Variable: TOTAL.Y1

Source: Research Results 2021 (data processed)

Based on table III.4 it can be seen that the tolerance value of each organizational culture variable (X1) = 0.808 Internal environment (X2) = 0.224 and leadership style (X3) = 0.222 0.1. While the VIF value of each organizational culture variable (X1) = 1,237 Internal environment (X2) = 4,460 Leadership style (X2) = 4.498 10. From the results of the multicollinearity test above, it can be concluded that it has no effect on multicollinearity.

3. Autocorrelation Test

Autocorrelation Test Results

Model Summaryb					
Model	R	R Square	adjusted R Square	Std. Error of the Estimate	Durbin - Watson
1	.581a	.338	.320	4.186	1,828

1. Predictors: (Constant), TOTAL.X3, TOTAL.X1, TOTAL.X2
2. Dependent Variable: TOTAL.Y1

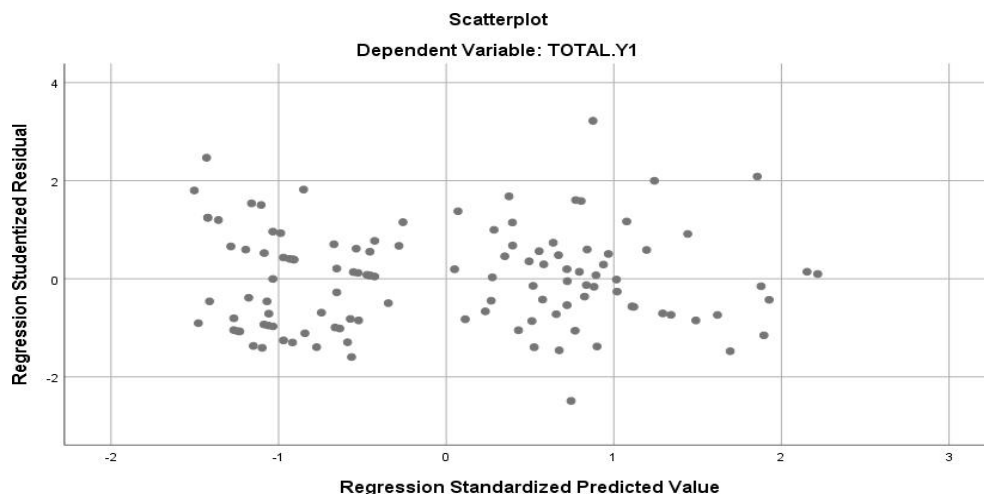
Source: Research Results 2021 (data processed)

(n) = 117 (dw) = 1,828 (du) = 1,751 (4-du)= 4-1,751= 2,249

Based on table III.5 shows the value of dw lies between du and 4-du. (du<dw<4-du) so that it can be concluded that there is no autocorrelation.

4. Heteroscedasticity Test

Heteroscedasticity Test Results



Source: Research Results 2021 (data processed)

The results of Figure III.3 above show that the points spread randomly and the points spread above and below the number 0 and the points do not gather above or below only. so from the results of the picture it can be concluded that there is no heteroscedasticity.

IV. RESEARCH DATA ANALYSIS MODEL

1. Research Model

Multiple Linear Regression Test Results

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,494	3,545		.421	.674
	Organizational culture	.187	.088	.180	2.118	.036
	Internal environment	.428	.211	.327	2.025	.045

	Leadership style	.343	.169	.330	2.030	.045
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1. Dependent Variable: TOTAL.Y1

Source: Research Results 2021 (data processed)

Based on table III.7 shows that the constant (α) is worth 1.494, although the independent variable is zero, the employee performance at PT Rubber H0cklie Sunggal Medan remains at 1.494 units.

1. The organizational culture coefficient of 0.187 is positive, meaning that for every movement of these variables based on the level, the organizational culture variable increases in value by 0.187,
2. The coefficient of the internal environment variable of 0.428 is positive, it can be interpreted that every movement of the variable is based on the level, the internal environment variable increases by 0.428,
3. The leadership style coefficient of 0.343 is positive, which means that for every movement of the variable based on the level, the leadership style variable increases by 0.343.

$$Y \text{ (Employee performance)} = 1.494 + 0.187 X_1 \text{ (Organizational culture)} + 0.428 X_2 \text{ (Internal environment)} + 0.343 X_3 \text{ (Leadership style)}$$

**Coefficient of Determination (R2)
Coefficient of Determination test results**

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin - Watson
1	.581a	.338	.320	4.186	1,828

2. Predictors: (Constant), TOTAL.X3, T0TAL.X1, TOTAL.X2
3. Dependent Variable: TOTAL.Y1

Source: Research Results 2021 (data processed)

Based on table III.8, the R Square value is 0.336 (33.6%) indicating that organizational culture, internal environment, and leadership style on employee performance, where R Square is 0.336 and this shows (66.4%) employee performance variables can be explained by the Culture variable. organization, internal environment and leadership style. The rest of the other independent variables were not explained in this study.

**Simultaneous Significant Test (TEST-F)
F . Test Results**

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1009310	3	336,437	19,199	.000b
	Residual	1980.143	113	17,523		
	Total	2989,453	116			

- a. Dependent Variable: TOTAL.Y1
- b. Predictors: (Constant), TOTAL.X3, T0TAL.X1, TOTAL.X2

Source: Research Results 2021 (data processed)

Table III.9 shows that the degree of freedom 1 (df_1) = $k - 1 = 4 - 1 = 3$, the degree of freedom 2 (df_2) = $nk = 117 - 4 = 113$ with the information that n = the number of samples, k = the number of variables, so known F_{table} with a significant level of 0.05 = 2.68. and the probability of significance = 0.000. Then the value of F_{count} (19.199) > F_{table} (2.68), the probability of significance is 0.000 < 0.005. so that H_0 is accepted and H_a is rejected, thus the variables of Organizational Culture Internal environment and leadership style have a simultaneous and significant influence on employee performance.

**Partially Significant Test (T-TEST)
T . Test Results**

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,494	3,545		.421	.674

Organizational culture	.187	.088	.180	2.118	.036
Internal environment	.428	.211	.327	2.025	.045
Leadership style	.343	.169	.330	2.030	.045

a. Dependent Variable: TOTAL.Y1

Source: Research Results 2021 (data processed)

a) It is known that the organizational culture variable has a t-count value of 2.118 and a significance value of 0.036, while the t-table has 1.9811 with a significance level of 0.05. so that tcount (2.118) > ttable (1.9811) and the significance

0.036 < 0.05, then the decision is Ho is rejected and Ha is accepted. Based on the partial variable, organizational culture has a positive and significant effect on employee performance.

b) The internal environment has a tcount of 2.025 and a significance level of 0.045, while t-table has 1.9811 with a significance level of 0.05. so that tcount (2.025) > ttable (1.9811) and the significance is 0.045 < 0.05, then the decision is

Ho rejected and Hareceived. This indicates that the partial internal environment variables have a positive and significant influence on employee performance.

c) It is known that the leadership style variable has a value of tcount of 2,030 and a significance value of 0.045, while ttable has 1.9811 with a significance level of 0.05. so that tcount (2,030) > ttable (1.9811) and significance

0.045 < 0.05, then the decision taken is Ho rejected and Hareceived. So with that, the partial variable leadership style has a positive and significant effect on employee performance.

V. CONCLUSION

1. Variables of organizational culture, internal environment, and leadership style on employee performance. It is proved that the value of Fcount 19.199 is greater than Ftable 2.68 with a significance level of 0.000 less than 0.005.

2. Variable organizational culture on the performance of employees of PT Rubber Hock Lie Sunggal Medan, there is a partial effect as evidenced by the results of t count 2.118 greater than t table 1.9811 and the significance value is lower than 0.05, namely 0.036.

3. Internal environmental variables on employee performance, there is a partial effect as evidenced by the results of tcount 2.025 which is greater than ttable 1.9811 and the significance value is lower than 0.05, namely 0.045.

4. The leadership style variable on the performance of employees of PT Rubber Hock Lie Sunggal Medan, there is a partial effect as evidenced by the results of tcount 2.030 which is greater than ttable 1.9811 and the significance value is lower than 0.05, namely 0.045.

5. So, organizational culture is a variable that has more influence on the performance of employees of PT Rubber Hock Lie Sunggal Medan.

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