

The Influence of Work Culture and Leadership Style on Employee Performance at Yanks & Brits English Institute

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ABSTRACT

This study aims to determine the effect of work culture and leadership style on employee performance of Yanks & Brits. The research model uses a quantitative research model. The sample in this study were all employees of Yank & Brits Medan with a total of 21 employees. Data analysis using multiple linear regression test. The results showed that work culture (X1) has a significant value of $0.004 < 0.05$, which means that there is an influence between work culture on employee performance at the Yanks & Brits English Institute, and the results of the T test for the leadership style variable (X2) that the significant value is $0.000 < 0.05$, which means that there is an influence between work culture on employee performance at Yanks & Brits English Institute. Based on the results of the F test, it is known that the Sig value is $0.000 < 0.05$, so work culture and leadership style simultaneously have a significant effect on employee performance at the Yanks & Brits English Institute. Based on the results of the analysis and discussion that has been presented, it can be concluded that all independent variables, namely work culture and leadership style simultaneously affect the employee performance variable by 51.0% while the remaining 49.0% is influenced by other variables not included in the model.

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1. INTRODUCTION

Yanks & Brits English Institute is a company that provides services in the field of English language education, which is located at Jl. Pumpkin No.1 Floor 2-3, while the products available in it are: Iels Preparation, TOEFL Preparation, In-House Training, Academic Writing, English for Presentations, Conversation Class. Usually Yanks & Brits in an effort to promote their products through Instagram, Youtube, and brochures, this is believed to increase sales. In accordance with the results of observations, researchers found problems in the Yanks & Brits Company which fluctuated in employee performance from 2018 to 2020. This can be seen from the intervals of Yank & Brits Medan employee performance values as follows:

Table 1. Yanks & Brits Medan Employee Performance Value Intervals

No.	Interval Nilai	Alternatif Jawaban
1	91-100	Sangat baik
2	80-90	Baik
3	70-79	Cukup
4	60-69	Kurang Baik

To get the employee performance value at the Yanks & Brits company, there are several criteria applied by the company in assessing each employee, it is intended that the company can see every employee's performance. The criteria for evaluating employee performance at Yanks & Brits Medan consist of discipline, craft, attendance, work quality and accuracy. Employee performance at Yanks & Brits Medan is still not good, it can be seen from the results of employee performance appraisals in 2019 as shown in Table 2 below:

Tabel 2. Average Performance of Yanks & Brits Medan Employees

No.	Kriteria	Nilai
1	Kedisiplinan	82 (Baik)
2	Kerajinan	78 (Cukup)
3	Kehadiran	85 (Baik)
4	Kualitas Kerja	75 (Cukup)
5	Ketelitian	72 (Cukup)
Rata-Rata		78,40 (Cukup)

Based on the table above, it can be seen that the performance of Yanks & Brits Medan employees is still quite sufficient, so it still needs to be improved to be good. This is because one of the factors is work culture, where the work culture adopted by Yanks & Brits employees is still classified as bad, this can be seen from the employees' low discipline. For example, in attendance, there are still many employees who like to come late to work, and also lack of employee speed in completing their work reports.

In addition there are also other factors, namely leadership style, where the leadership style is authoritarian. With such a leadership style, many employees will be uncomfortable working at the Yanks & Brits company and also the employee morale will decrease so that most employees will come late. In addition, the company's leadership style often does not respond well to complaints felt by subordinates and company leaders often give unclear directions, making employees feel confused about what to do. This could be the reason that the performance of employees at the Yanks & Brits company has always experienced unstable performance from the last 3 years. This situation cannot be tolerated continuously by Yanks & Brits Medan, because later if it is allowed to lead to actions of disloyal employees, employees will ignore, such as: absent or arriving late, reducing the quality and quantity of work and increasing the error rate. , in the end have an impact on decreased performance. One of the most important things to ensure that your human resources are performing well is to look at the quality and quantity of employee work. However, employee performance cannot be separated from the existing work culture and leadership style.

2. RESEARCH METHOD

The research model uses a quantitative research model. Quantitative research is a type of research that basically uses a deductive-inductive approach. This approach departs from a theoretical framework, the ideas of experts, as well as the understanding of researchers based on their experiences, then it is developed into problems and their solutions that are proposed to obtain justification (verification) or assessment in the form of support for empirical data in the field.

Quantitative research methods can also be interpreted as a research method based on the philosophy of positivism, used to research on specific populations or samples, data collection using research instruments, quantitative / statistical data analysis, with the aim of testing predetermined hypotheses (Sugiyono, 2016: 8).

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3. RESULTS AND DISCUSSION

3.1. Validity test

The validity test aims to determine whether a questionnaire is valid or not. A questionnaire is said to be valid if the question is able to reveal something that you want to measure in a study. The statement items of the questionnaire are invalid, automatically the statement is less relevant to be used as an indicator of variable measurement.

The validity test is done by comparing the r_{count} with r_{tabel} . The value of r here shows the correlation coefficient between the statement items and the total respondents' answers. The significance level is 5% with $n = 21$, then the r table value is 0.433 (Sugiyono, 2016: 137). If r_{count} is positive, and $r_{count} > r_{tabel}$, then the item is valid, whereas if $r_{count} < r_{tabel}$, then the item is invalid.

The validity test of the statements for the quality of work life variables can be seen in Table 3 below:

Tabel 3. Analisis Hasil Uji Validitas

Budaya Kerja (X1)	Pearson Correlation	Keterangan
P1	.693	Valid
P2	.617	Valid
P3	.607	Valid
P4	.620	Valid
P5	.633	Valid
P6	.825	Valid
P7	.728	Valid
P8	.739	Valid
P9	.779	Valid
P10	.764	Valid
P11	.782	Valid
P12	.739	Valid
P13	.779	Valid
P14	.764	Valid
P15	.804	Valid
P16	.767	Valid
Gaya Kepemimpinan (X2)	Pearson Correlation	Keterangan
P17	.833	Valid
P18	.820	Valid
P19	.735	Valid
P20	.732	Valid
P21	.709	Valid
P22	.572	Valid
P23	.672	Valid
P24	.775	Valid
P25	.751	Valid
P26	.774	Valid
P27	.649	Valid
P28	.773	Valid
P29	.805	Valid
P30	.802	Valid
P31	.770	Valid
P32	.722	Valid
Kinerja Karyawan (Y)	Pearson Correlation	Keterangan
P33	.826	Valid
P34	.790	Valid
P35	.698	Valid
P36	.670	Valid
P37	.707	Valid
P38	.681	Valid
P39	.828	Valid
P40	.848	Valid
P41	.784	Valid
P42	.811	Valid
P43	.828	Valid
P44	.848	Valid
P45	.784	Valid
P46	.811	Valid
P47	.784	Valid

Budaya Kerja (X1)	Pearson Correlation	Keterangan
P48	.820	Valid

Based on the table above, the results of the validity test show that the pearson correlation value of all variables is greater than 0.3, thus all items of the measurement instrument can be said to be valid.

3.2. Reliability Test Results

Table 4. Data Reliability Test

Variabel	Cronbach Alpha	Keputusan
Budaya Kerja	0.755	Reliabel
Gaya Kepemimpinan	0.893	Reliabel
Kinerja Karyawan	0.899	Reliabel

Based on the reliability test using Cronbach Alpha, all research variables are reliable / reliable because Alpha is greater than 0.6, so the results of this study indicate that the measurement tool in this study has met the reliability test (reliable and can be used as a measuring tool). According to Sugiyono (2016: 152) a factor is declared reliable / reliable if the Alpha coefficient is greater than 0.6.

3.3. Classical Assumption Test Results

Normality Test Results

The normality test in this study was conducted to determine whether all research variables were normally distributed or not. The normality test was tested on each of the research variables which included: work culture, leadership style, and employee performance. In this study, the normality test of the residuals used the Kolmogorov-Smirnov test. The level of significance used The basis for decision making is to look at probability figures, with the following conditions:

- If the probability value is 0.05, the normality assumption is fulfilled.
- If the probability <0.05, the normality assumption is not fulfilled.

The results of the normality test for each research variable are presented in the following table:

Table 5. Kolmogorov-Smirnov Test Results

		Unstandardized Residual
N		57
Normal Parameters ^{a,b}		.0000000
	Mean	6.37410892
Most Extreme Differences	Std. Deviation Absolute	.167
	Positive Negative	.112
		-.167
Kolmogorov-Smirnov Z		1.257
Asymp. Sig. (2-tailed)		.087

Table 5 above shows that the probability value or Asymp Sig. (2- tailed) of 0.087. Because the probability value is 0.087, which is greater than the significant level of 0.05. This means that the assumption of normality is fulfilled.

3.4. Multicollinearity Test Results

Multicollinearity test aims to test whether the regression model found a correlation between the independent variables. If there is a correlation, then there is a multicollinearity problem, so the regression model cannot be used. The results of multicollinearity testing in this study are as follows:

Table 6. Multicollinearity Test Results

Variabel	Tolerance	VIF
Budaya Kerja	.872	1.159
Kepemimpinan	.861	1.159

In Table 6, it is known that the VIF value of work culture is 1.159 and the VIF value of leadership style is 1.159. If all VIF values are not more than 10, it indicates that there is no multicollinearity. Because the VIF value of organizational culture and leadership style is not more than 10, it is indicated that there is no multicollinearity.

3.5. Heteroscedasticity Test Results

The aim of the heteroscedasticity test is to find out whether in a regression model there is an inequality of variants of the residuals between one observation and another. A good regression model is homoscedasticity or heteroscedasticity does not occur. The detection of heteroscedasticity can be tested using the Glejser test. Here are the results based on the Glejser test.

Table 7. Heteroscedasticity Test

No	Variabel	Hasil Uji Homoskedasitas (Sig)
1	Budaya Kerja	.091
2	Gaya Kepemimpinan	.219

In Table 7 above, based on the results of the Glejser test, it is known that the Sig value of work culture is $0.091 > 0.05$, and the Sig value of the leadership style is $0.219 > 0.05$, so it is concluded that there is no heteroscedasticity.

3.6. Hypothesis Results

3.6.1. T Test Results

T-test was conducted to test the effect of work culture (X1) and leadership style (X2) on employee performance (Y) at Yanks & Brits English Institute. The results of the T test in this study can be seen as follows:

Table 8. Uji T Coefficients^a

Model	Unstandareized Coefficient		Standareized Coefficient Beta	T	Sig.	Collinearity Statistics	
	B	Std. Error				Tolerance	VIF
Constant	13,993	6,905		2,027	,045		
Budaya Kerja	,560	,149	,332	3,755	,004	,872	1,159
Gaya Kepemimpinan	,392	,074	,465	5,271	,000	,861	1,159

From the results of data processing above, it is clear that the work culture variable has a significant value of .004, which means that work culture has an influence on employee performance at Yanks & Brits English Institute. The leadership style variable (X2) has a significant value of 0.000, which means that there is an influence between leadership style and employee performance at the Yanks & Brits English Institute. In this study, it is clear that the variable that has a major influence on employee performance is the variable of leadership style because the significant value of the leadership style variable is lower than the work culture variable.

3.6.2. F test

The F-Test aims to jointly test the effect of work culture (X1) and leadership style (X2) on employee performance (Y) at the Yanks & Brits English Institute. The results of the F test in this study can be seen as follows:

Table 9. F Test ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1861,548	2	930,774	50,434	,000 ^b
	Residual	1790,162	97	18,455		
	Total	3651,710	99			

Based on the results of the F test research, it can be seen that the calculated F value is 50,434 and the significant value is .000 which is smaller than .05. From these results, it means that there is a significant influence jointly between the variables of work culture and leadership style on employee performance at the Yanks & Brits English Institute. Thus, the hypothesis in this study is proven.

3.6.3. Test Results R²

The coefficient of determination (R²) test aims to see what proportion of the variation of the independent variables jointly affects the dependent variable. If the R² obtained from the calculation results is greater or closer to 1, it can be said that the contribution to the variation of the dependent variable is getting bigger.

Table 10. R Model Test Summary^b

Model	R	R Square	Adjusted R	Std. Error of the
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			Square	Estimate
1	,714 ^a	,510	,500	4,296

Based on the results of data processing, it can be seen that the R Square (R²) value is 0.510. This means that the employee performance decisions at Yanks & Brits English Institute are strongly influenced by the work culture and leadership style variables of 51.0% while the remaining 49.0 %% is influenced by other variables not included in the model.

4. CONCLUSION

Based on the results of the T test, the work culture variable (X1) has a significant value of $0.004 < 0.05$, which means that there is an influence between work culture on employee performance at the Yanks & Brits English Institute, and the results of the T test for the leadership style variable (X2) that the significant value is $0.000 < 0.05$, which means there is an influence between work culture on employee performance at Yanks & Brits English Institute. For the results of the T test, the variable that has the most influence on employee performance is the variable of leadership style because the results of the significant value of the variable of leadership style have a significantly lower value than the variable of work culture. Based on the results of the F test, it is known that the Sig value is $0.000 < 0.05$, so work culture and leadership style simultaneously have a significant effect on employee performance at the Yanks & Brits English Institute. Based on the results of the analysis and discussion that has been described, it can be concluded that all independent variables, namely work culture and leadership style simultaneously affect employee performance variables by 51.0% while the remaining 49.0 %% is influenced by other variables not included in the model.

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