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THE INFLUENCE OF ORGANIZATIONAL CULTURE, LEADERSHIP STYLE, AND TRAINING ON EMPLOYEE PERFORMANCE AT PT. RURAL BANK PIJER PODI KEKELENGEN

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Abstract

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This research was conducted to find out more about: *The Influence of Organizational Culture, Leadership Style, and Training on employee performance* at PT. Rural Bank Pijer Podi Kekelengen either partially or simultaneously. This research was conducted with the help of SPSS 20 using a multiple linear regression test. It can be seen clearly that the amount of data used is a population of 42 employees of PT. Rural Bank Pijer Podi Kekelengen. The results showed that the organizational culture variable had a positive and significant effect on employee performance. Leadership style variables have a positive and significant effect on employee performance. Meanwhile, training has a negative and insignificant effect on employee performance. The coefficient of determination shows 45.7% of the variation in employee performance tables (Y), while 54.

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Key words : Organizational Culture, Leadership Style, Training, Employee Performance

INTRODUCTION

Human resources are an important factor for an institution, either institution or company. Human resources are the determinants of whether a company develops or not. HR is a human being who works in an institution to move, think, and plan to achieve its goals. HR management is related to the HR performance factor because it is a very important factor. There are various ways to do it so that there is an increase in worker performance to produce maximum results.

Performance is the employee's level of success for job completion. Performance is not a trait someone is like talent or potential, but the form of talent or the potential. Performance is a form of real potential work. Performance, namely the work results obtained by employees while carrying out tasks and jobs from companies or institutions.

Employee performance is very important to be examined by companies or institutions because employee performance has a big impact on its success. Good employee performance will result in success in the company's business growth and vice versa. However, there is often a decrease in performance in an employee, which is caused by various negative things, including the lower desire of workers to perform at work, less time to complete work which results in disobedience to regulations, and the absence of examples that can serve as guidelines for assessment. Good work performance. For employee performance to be improved, several factors

Organizational culture is the result of the fusion of each person's pre-existing cultural styles, or however, not all employees have implemented the organizational culture that has been established by the company properly, especially in discipline, for example, the set arrival time for employees who work in the office is 08.00 WIB, but in the real world, many employees cannot be on time at the time enter the office.

The leadership style is the way the leader decides and influences his members to achieve certain goals. Leadership style is activity and strategy and results from a mixture of philosophies, skills, traits, and attitudes that leaders implement when conducting experiments to influence their subordinates' performance. Leader what works is the leadership who has that ethic good, reflects praiseworthy behavior, applies a polite communication style, and can motivate. It can also lead with a heart and conscience and build relationships with each member through the character and behavior approach to create a comfortable atmosphere for all members. Therefore, a leader will succeed in influencing all its members to provide effective and efficient performance.

Another factor that also impacts worker performance is training. Training is a stage to create and equip workers by adding skills, potential, knowledge, and behavior. Every company always wants results that are more than what its employees have done. Whether it's from the results of profits and profits and the sub-optimal performance results given by employees, therefore, companies must train their employees to learn and master the things they will do later and hone their abilities to do even better because the training provided by the company is very capable of improving the performance of each employee for the better.

PT. BPR Pijer Podi Kekelengen is a company engaged in bank financial institutions that provide products and services in savings, deposits, credit, and education. For eight consecutive years (2012-2019), PT. BPR Pijer Podi Kekelengen produced the Infobank BPR Award from Infobank Magazine, its leading banking economy magazine. Currently, all offices of PT. BPR Pijer Podi Kekelengen has been integrated online and is assisted by over 130 Electronic Data Capture (EDC) machines for user services, especially for external office transactions.

Organizational Culture

Organizational Culture is the result of the fusion of each person's pre-existing cultural style or behavior into new norms and philosophies, which have the energy and pride of a group to deal with certain things and goals.

According to (Pearce & Robinson, 2009), organizational culture, namely an important opinion group (stated in an unclear manner), is jointly managed by members of an institution. Each institution has its own culture. An institution's culture is the same as the individual personality - a formless theme but exists and is present, providing meaning, direction, and basis for action. In the same way that personality impacts individual characteristics, company members' shared opinions (beliefs and values) impact that company's opinions and actions. According to (Kreitner & Kinicki, 2014) that organizational culture aims to produce an institutional identity for its workers, easier collective commitment, promote social system stability, and embody characteristics by helping managers feel their existence.

It can be concluded that organizational culture reflects the characteristics of a person and group. A strong organizational culture encourages members to have innovation, maintain quality, be guided by buyers, work hard, display the characteristics of a person and members who have job satisfaction, contribute positively, make harmonious relationships, and work effectively and efficiently.

According to (Edison et al., 2016) argues that five indicators influence organizational culture, namely :

1. Self-awareness
2. Aggressiveness
3. Personality
4. Performance
5. Group Orientation.

Leadership Style

The company certainly has a leader who controls the employees to carry out their work. A leader is expected that the company can encourage the company's motivation. A leader's leadership style is the main key in creating a good work environment to facilitate the company's continuity of activities, according to (Edison et al., 2016), leadership is the stage of being an inspiration to work hard to clean up important tasks. Leadership is contained in a collection of applied sciences from social science because the rules and their formulations benefit from increasing human prosperity. Leadership is the potential to influence others in achieving goals enthusiastically. Leadership is the stages carried out by individuals for the management and inspiration of part of the work to achieve institutional goals by applying management techniques. Leadership is a stage that has a social impact where leaders seek voluntary participation from workers to achieve institutional goals. Leadership displays the goals of the institution therefore, leadership has a big impact on the institution. Based on this description, It can be concluded that leadership uses impact, all relationships can involve leaders, and the communication stage is very important. Clear and accurate communication impacts the characteristics and performance of followers, and leadership focuses on achieving goals. An effective leader must have a relationship with the goals of a person, group, and institution.

According to (Edison et al., 2016), in Jeff Madura leadership, the stages influence other people's habits to achieve common goals. The leadership style has several indicators, according to (Edison et al., 2016), namely :

1. Have a clear strategy
2. Have communication skills
3. Ability to control
4. Attention to reality for subordinates
5. Decision-making ability.

Training

In companies, there are often differences in the needs of the workforce's promotion with the aim of the potential of the workforce in answering the needs, companies need to make efforts to improve the abilities of their employees. One of the ways that companies can do this is by training their employees. With the holding of training, it is hoped employees' potential or ability can be increased so that the company's needs or goals can be achieved.

Training is a means from the company for employees to learn in a job that has a relationship with the knowledge, skills, and behavior of workers. Thus, employees can increase knowledge, gain expertise and can change employee behavior for the better. In addition, training certainly has benefits workers will obtain. According to (Dr. Kasmir MM, 2016), training is a stage to create and provide workers with skills, potential, knowledge, and behavior. According to (Supomo & Nurhayati, 2018) in Hasibuan states further explaining that training or instructors are individuals or teams who train or educate workers.

According to (Sikula, 2011) in Anwar Mangkunegara that five indicators that affect training are :

1. Coach
2. Member
3. Theory
4. Method
5. The goal.

Employee Performance

The achievement of the company's goals can be seen from the employees' performance, which is very important for the company. Employee performance is the basic capital for the company so that the goals the company hopes to achieve are the same as its expectations. Human resources or employees who have quality potential have the potential or important role in the company (Mangkunegara, 2011) states the worker's performance, namely the work results with the quality and quantity that the worker gets when doing the same task as the responsibility given to him. Another case (Darmawan, 2013) explaining performance to be the work achieved by individuals with quality and quantity that must be seen with continuous development, monitoring will produce information on the suitability of workers' work with organizational expectations. (Zainal, 2015) emphasizing the meaning of performance, among others, is concrete work that can be seen and measured.

Worker performance, according to (Sutrisno, 2013) has four influencing indicators, namely :

1. Quality
2. Quantity
3. Length of Work
4. Cooperation.

RESEARCH METHODS

This study uses three independent variables, and the dependent variable is 1. The independent variable is culture organization (X^1), style leadership (X^2), and training (X^3), and the dependent variable is worker performance (Y). The population in this research are employees of PT. BPR Pijer Podi Kekelengen Medan post branch totaled 42 employees, while the sample was taken from PT employees. BPR Pijer Podi Kekelengen, Selayang Medan branch. In collecting interview data (Interview), Questionnaires (Questioner), and Documents.

This research is quantitative research with multiple regression analysis methods. Thus, before the analysis is carried out, the validity test and reliability test will be carried out. It can be continued with prerequisite testing, which includes normality, heteroscedasticity, and multicollinearity tests.

RESULTS AND DISCUSSION

In the research of PT. BPR Pijer Podi Kekelengen Medan, the independent variable shows Organizational Culture, Leadership Style, Training, while employee performance is the dependent variable.

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Multiple Linear Regression Analysis

Table 1. Multiple Linear Regression Analysis

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	
1	(Constant)	5,080	6,650		,764
	Organizational Culture	,315	,133	,319	2,369
	Leadership Style	,661	,118	,682	5,618
	Training	-,090	,120	-,104	-,744

a. Dependent Variable: **Employee Performance**

$$\text{Performance} = 5.080 + 0.315 \text{ Organizational Culture} + 0.661 \text{ Leadership Style} + -0.090 \text{ Training} + 0.05.$$

Table 5 above explains that the regression equation has meanings, including :

1. A constant value of 5.080 means that if there are variables of organizational culture (X^1), leadership style (X^2), and training (X^3) = 0, then the employee's performance will be worth 5.080.
2. The organizational culture variable (X^1) with a value of 0.315, which means that for each increase in the organizational culture variable by 1 unit, the employee performance value increases by 0.315 units with the prediction of other variables being constant.
3. The variable of leadership style (X^2) with a value of 0.661, which means that with each increase in the leadership style variable 1 unit, the employee performance value increases 0.661 units with the prediction of other variables remains.
4. The training variable (X^3) with a value of -0.090 which means that for each increase in the training variable 1 unit, the worker performance value decreases -0.090 units with the prediction of other variables remains.

Simultaneous Significance Test (Test F)

Table 2. F Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	455,917	3	151,972	12,508	,000 ^b
	Residual	461,702	38	12,150		
	Total	917,619	41			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Training, Leadership Style, Organizational Culture

The table above shows that F_{count} worth 12,508 more than F_{table} , which is 2.83 with a significance of $0.000 < 0.05$. The related results show that H_1 is accepted together with H_0 , which means Organizational Culture (X^1), Leadership Style (X^2) and Training (X^3) simultaneously and significantly on employee performance (Y) at PT. BPR Pijer Podi Kekelengen Field.

Hypotension Determination Coefficient (R²)

Table 3. Coefficient of Hypotension Determination

Model Summary^a

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.705 ^a	.497	.457	3,48569

a. Predictors: (Constant) Training, Leadership Style, Organizational Culture

b. Dependent Variable: Employee Performance

Based on the table above, it can be concluded :

- R = 0.705 shows a high correlation between the variables of Organizational Culture, Leadership Style, and Training on employee performance.
- The value of the R Square coefficient is 45.7%. It shows the variation in performance variables (Y), the variables of Organizational Culture (X¹), Leadership Style (X²), and Training Variables (X³) can be explained while the remaining 54.3% is from the influence of other independent variables that cannot be explained in this study.

Partial Hypothesis Testing (t-Test)

Table 4. t-Test Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,080	6,650		,764	,450
	Organizational Culture	,315	,133	,319	2,369	,023
	Leadership Style	,661	,118	,682	5,618	,000
	Training	-,090	,120	-,104	-,744	,462

a. Dependent Variable: Employee Performance

Based on table 4 shows that :

- The partial hypothesis test of leadership variables (X¹) has a tcount of 2.369 with a significance of 0.023. H₁ is because tcount > ttable (2.369 > 1.681) with a significantly less than 0.05, which means that the

organizational culture variable (X^1) has a positive and significant effect on the employee performance variable (Y).

- The t-test for the Leadership Style variable (X^2) has a tcount of 5.618 with a significance of 0.000. Then reject H_2 because t count is more than t table ($5.618 > 1.681$) with a significantly less than 0.05, meaning that leadership style (X^2) has a positive and significant impact on employee performance (Y).
- The training variable t-test (X^3) has a tcount of -0.744 with a significance of 0.462. Hypothesis H_3 is not accepted because tcount < ttable ($-0.744 < 1.681$) and insignificance > 0.05 means that training (X^3) has a negative and insignificant impact on the employee performance variable (Y).

DISCUSSION

The Influence of Organizational Culture (X^1) Employee Performance (Y)

Based on the results of the t-test, it can be seen that Organizational Culture (X^1) has a tcount of 2.369 and a t-table value of 1.681, tcount > ttable ($2.369 > 1.652$) with a significance value of $0.023 < 0.05$. It proves that the organizational culture variables produce a positive impact and significant on the employee performance variable at PT. BPR Pijer Podi Kekelengen Medan. It can be interpreted that organizational culture has a real impact so that employee performance increases.

Research related to organizational culture, such as (Kusuma et al., 2016) The results of his research state that organizational culture (the principle of integrity and familiarity) affects employee performance, these results are supported by research. (Sagita et al., 2018). Piling up the principles of familiarity and principles of integrity will increase employees' performance who can achieve the company's goals well. The company will be more advanced and successful (Kusuma et al., 2016).

A conclusion can be drawn from the results of the above comparisons that the independent or independent variables of organizational culture have a significant and positive impact on employee performance. By running a good organizational culture, making employees feel better is also good to achieve the company's goals.

The Influence of Leadership Style (X^2) Employee Performance (Y)

Based on the individual test (t-test), this can be seen, namely the Leadership Style (X^2) with a t-count value of 5.618 and a t-table value of 1.681, the number of tcount > ttable ($5.618 > 1.681$) and a significant value of $0.000 < 0.05$. It shows that the leadership style variable has a very positive and significant impact on the performance variables of PT. BPR Pijer Podi Kekelengen Medan. It can be stated that the leadership style has a good influence on employee performance.

Agrees with research from (Hardian Kusdi Rahardjo Moch Soe & Hakam, 2015) and research related to leadership styles, such as (Dio Siswanto Djambur Hamid, 2017) which states the leadership style (instruction, consultation, participation, and delegation) on the performance of workers who are using the t-test is based on the test results resulting in four variables that have a significant impact on worker performance.

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Based on the above comparison results, it can be concluded that the variable of leadership style has a positive and significant contribution to employee performance. Therefore, the leadership style applied by the leadership must be maintained to produce a good performance as the company's target.

The Influence of Training (X³) Employee Performance (Y)

In the results of this individual test, training (X³) with a t-count value of -0.744 and a t-table value of 1.6581 then the tcount (-0.755 < 1.681) with a significant value of 0.462 > 0.05. Shows if the training variable has a negative and insignificant impact on the performance training variable of PT. BPR Pijer Podi Kekelengen Medan. It can be interpreted that training does not affect employee performance.

Agrees with research by (Julianry et al., 2017) stated that training has a negative impact in terms of the relationship between employee performance. Mamdi employee performance is achieved completely open only because the employees are good. Some factors support a company in establishing a company, for example, training. These results are supported by research (By et al., Nd) stated that training had no significant impact on worker performance, and research results (Saputra Pakpahan, nd) show that training has no significant effect on employee performance.

33 It can be seen that based on the results of previous comparisons, it is concluded that training does not have a positive and insignificant impact on employee performance. We recommend that companies evaluate employees' training programs by selecting instructors and quality materials with employees so that employees can develop skills to achieve the company's goals.

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CONCLUSION AND SUGGESTIONS

Based on the results of the analysis through distributing questionnaires that we conducted on PT. BPR Pijer Podi Kekelengen Medan, it can be concluded that part of the test can be concluded that the independent variable, namely the organizational culture variable (X¹), has a positive and significant effect on the performance of workers (Y) at PT. BPR Pijer Podi Kekelengen. Partially from the test, the independent variant, namely the leadership style variable (X²), has a positive and significant impact on employee performance (Y) at PT. BPR Pijer Podi Kekelengen. Partially from the test, the independent variable, namely the training variable (X³), has a negative and insignificant effect on worker performance (Y). Simultaneously, examining organizational culture, leadership style, and training positively and significantly impact employee performance. In terms of training, PT. BPR Pijer Podi Kekelengen should better evaluate and maximize training programs according to employee needs to achieve company goals to improve their abilities. Researchers are aware that we still have many shortcomings in researching because the Covid-19 outbreak has caused many limitations. It is hoped that further researchers can maximize their research by using more samples.

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