THE INFLUENCE OF LEADERSHIP AND WORK CULTURE ON THE PERFORMANCE AT PT. ANGKASA PURA

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ABSTRACT

High employee performance will support company productivity, so that company leaders should always pay attention to improving the performance of their members for the betterment of the company. Employee performance is the level of success of employees in carrying out their duties and responsibilities. Employee performance in general is influenced by two factors, namely internal and external factors (Ismail, 2008: 236). Internal factors are factors that come from within employees, which include company commitment, work culture, loyalty, and others. Meanwhile, external factors are factors that come from outside the employee, which include leadership, safety and security, as well as corporate culture.

The objectives of this study were: 1) To determine the influence of leadership on performance at PT. Angkasa Pura. 2) To determine the effect of work culture on performance at PT. Angkasa Pura. 3) To determine the effect of leadership and work culture together on performance at PT. Angkasa Pura.

The results of the study: 1) There is a positive influence between leadership on performance. From the hypothesis testing results obtained by value t arithmetic amounted to 2.497, while t table at α 5% was obtained by 2,000. Thus t count $>$ t table, then H_0 is rejected and H_1 is accepted. This means that there is a positive and significant influence of leadership on performance at PT. Angkasa Pura. 2) There is a positive influence between work culture on performance at PT. Angkasa Pura. From the hypothesis testing results obtained by value t arithmetic amounted to 2.754, while t table at 5% was obtained by 2,000. Thus t count $>$ t table, then H_0 is rejected and H_1 is accepted. This means that there is a positive and significant influence of work culture on performance at PT. Angkasa Pura. 3) There is a positive influence between leadership and work culture together on performance at PT. Angkasa Pura. From the calculations, the value of F arithmetic amounted to 16.783, while the F table obtained by 3.18. Thus F count (16.783) $>$ F table (3.18), then H_0 is rejected and H_1 is accepted. This means that there is a positive and significant influence of leadership and work culture together on performance at PT. Angkasa Pura.

Key Words: Cultural Work, Performance Work, Influence Leadership

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1. INTRODUCTION

Human resources (HR) play a role as a driving force for the life of the company, humans who organize and operate the existing facilities and infrastructure in the company. Quality and professional human resources tend to have better performance, so efforts to improve the quality of human resources are very important for company leadership to pay attention to. The problem that then arises is how to produce employees who have optimal performance. The job of human resource management is to utilize and optimize employee performance. This means that employees with optimal performance are one of the company's goals to achieve high performance. Performance is the work that can be displayed or the work appearance of an employee. The performance of an employee can be measured by the results of the work, the results of the assignments, or the results of activities within a certain period of time.

High employee performance will support company productivity, so that company leaders should always pay attention to improving the performance of their members for the betterment of the company. Employee performance is the level of success of employees in carrying out their duties and responsibilities. Employee performance in general is influenced by two factors, namely internal and external factors (Ismail, 2008: 236). Internal factors are factors that come from within employees, which include company commitment, work culture, loyalty, and others. Meanwhile, external factors are factors that come from outside the employee, which include leadership, safety and security, as well as corporate culture.

One of the agencies' efforts in maintaining employee performance is good leadership. Leadership (leadership) can be considered as a way of being a leader (leader) in directing, encouraging and manage all of the elements in the group or company to achieve a desired company goal to produce quality work that maximum employees. By increasing the work quality of employees, it means that the work results of a person or employees are achieved in realizing company goals.

The abilities and skills of a leader are important factors in motivating employees to do better. In this case, the influence of a leader greatly determines the direction of the company's goals, because to realize the company's goals it is necessary to implement a role in leading work that is consistent with the work situation at hand. In addition, a leader in carrying out his duties must strive to create and maintain good relationships with his subordinates so that they can work productively. Thus, indirectly the motivation of employees increases.

The leader serves to guide, guide, guide, build work motivation, drive the company, establish good communication, conduct regular supervision, and direct his subordinates to the target they want to aim at. In connection with that, it is the duty of every leader so that his subordinates are motivated to work better. The role of leadership is also a way that is owned by a person to influence a group of people or subordinates to work together and make efforts with passion and confidence to achieve predetermined goals. The success of a company, both as a whole and as a group in a particular company, really depends on the effectiveness of leadership to generate motivation or employee morale for their duties and responsibilities.

Apart from leadership, one of the external factors that influence employee performance is work culture. It is hoped that the existence of culture in a company will improve employee performance.

Work culture is the habits that exist in the company. These habits govern the norms of behavior that must be followed by company members, so as to produce a productive culture. A productive culture is a culture that can make a company strong and achieve its goals. Work culture is a belief and values that are the main philosophy that company members adhere to in carrying out or operating company activities.

Work culture is the "spirit" of the company, because there lies the company's philosophy, vision and mission which will become an important force for companies to compete (Nawawi, 2003: 63). The work culture is formed from the company philosophy and values shared by human resources in the company, however the role of the leader or top management contributes greatly to the formation of the company culture. The culture that exists in a company will affect how work is done and how employees or members of the company behave and cause these employees or members to have the same perspective in carrying out work activities. Behavior that is in line with company policies will be able to create job satisfaction for employees so that job satisfaction can trigger quality employee performance according to company expectations. Employees who already understand the overall values of the company will make these values the personality of the company. These values and beliefs will be translated into their daily behavior at work, so that the work culture will also have an impact on the efficiency and effectiveness of the company. (Mangkunegara, 2004: 13)

Companies, including government agencies, should have a work culture so that employees have values, norms, references, and guidelines that must be implemented. Work culture is also a unifier for employees, a reducer of conflict, and a motivator for employees in carrying out their duties properly, so that it has a positive effect on behavior and performance. A company that has a strong culture will produce good performance in the long term (Mangkunegara, 2004: 13). A strong culture means that all employees have the same perception in achieving company goals. The unity of perception is based on the shared values that are believed, the norms that are upheld, and the patterns of behavior that are adhered to.

In addition to the work culture described above, according to Robbins (2010: 50) the quality of human resources that has a strong influence on employee performance is commitment. High corporate commitment from employees will get employees who are loyal and work their best for the benefit of the company. This situation is very good for the achievement of company goals, because the company has the full support of its members so that it can fully concentrate on prioritized goals. This commitment can be realized if individuals in the company exercise their rights and obligations in accordance with their respective duties and functions in the company, because the achievement of company goals is the work of all collective members of the company.

2. THEORETICAL OR CONCEPTUAL FRAMEWORK

2.1. Leadership

Leaders play a key role in the success of the company. Capability, expertise and skills become a necessity for leaders to be able to run the wheels of their institution. The essence of a leader's ability to manage a company has been widely discussed in the relevant academic literature. In essence, this study is related to the writers' thoughts towards improving the professionalism of company management towards quality performance, in the sense of being effective, efficient and healthy.

According to Kartini Kartono (2004: 33), a leader is

“ A person who has abilities and strengths, especially superior skills in one area so that he is able to influence others to jointly carry out certain activities in order to achieve one or more goals. So a leader is someone who has one or more advantages as a predisposition (talent that

is born from birth) and is a need of a situation / era so that he has the power and authority to direct and guide his subordinates ”.

Leaders must be selected from among employees who truly have the appropriate experience, insight and competence. According to T. Hani Handoko (2004: 457) the definition of leadership is as an effort to influence, not for coercion to motivate people to achieve goals.

According to Siagian (2003: 12) leadership is the ability of a person to influence the behavior of others, both those with a higher or lower position than him in thinking and acting so that behavior that may have been individualistic and egocentric turned into professional behavior.

Sahlan Asnawi (2003: 188) defines leadership as an activity to influence others to try to achieve group goals voluntarily.

According to Kartini Kartono (2004: 61) states that the function of leadership is to guide, guide, give and motivate work, establish communication and bring followers to complete tasks responsibly and work together to direct the goals they want to aim at with the provisions of time and planning.

2.2. Work Culture

According Kontjoroningrat (2002: 15) b udaya came and said work culture and work, said the Indonesian culture is synonymous with culture. Therefore the notion of culture is the whole system of ideas, actions and results of human work in the framework of community life which is made human property by learning.

Meanwhile, Rohiman Notowidagdo (2004: 23) states that culture is the configuration of learned behavior and the results of behavior, whose constituent elements are supported and passed on by members of a particular society.

Sarwono (2003: 102) defines work culture as an assumption and belief held by company members, which is developed when they learn to deal with problems of external adaptation and internal integration.

The definition of work culture according to Martani Huseini (2000: 41), namely: demonstrate the values of belief and principles that underlie a company management system as well as management practices and behaviors that reinforce and reinforce these basic principles.

Work culture according to Suwanto (2002: 68) has 2 (two) different levels, namely:

- visible work culture, a culture that describes the behavior patterns of a company. So that new employees are automatically motivated to follow the behavior of their peers.
- An invisible work culture, culture refers to the values shared by people in the group and tends to persist over time even though group members have changed.

From some of the above theories, it can be concluded that work culture is an integrated pattern of individual behavior in the company that shows how employees work and behave and how to achieve company goals.

2.3. Performance

Mangkunegara (2004: 67) defines performance as a result of quality work achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him. After reviewing the various definitions of performance given by the experts above, the author defines the performance or description or appearance of work performance and productivity achieved by someone, especially the employee or employee is working. Job performance can be measured by indicators of the number of products produced, the time given to the company , and the quality of the work. Furthermore, productivity can be measured by an indicator of the

quantity of results achieved by the intended results. Performance that can be measured is not limited to the work of an institution or company but also individual performance.

Thus it can be drawn the main points of thought that performance is the overall elements and processes that are integrated in a company, which contains the uniqueness of each individual, the behavior of employees in the company or the overall work pattern, work processes and work results or the achievement of certain goals.

John Soeprihanto (2001 : 7) describes the performance of employees in the company is the sole responsibility of the main a manager , where managers help employees of its order to perform much better . Assessment of performance is done to give out employee what the expected management to build the understanding that much better one at another. Assessment must recognize achievement and make plans to improve employee performance.

Objective assessment of performance is to create a view of themselves their own like what their. Employees who are assessed must recognize the need to improve work performance and provide commitment to an employee performance improvement plan. Should no agreement together on the plan development for future assessment of performance coming. Management must still keep an eye on the progress of employees throughout the year at the time of plan development are implemented.

According to Omar Hussein (2000: 45), assessment of performance is done to give out employee what the expected management to build the understanding that much better one at another. Assessment must recognize achievement and make plans to improve employee performance. The assessment must enable the employee's job to be in the company properly and provide greater satisfaction, achievement and enrichment of positions. Performance appraisals must review employee performance.

Superior performance is considered successful if the statement indicates several areas of principal responsibility in charge of employees, contains how an activity the work will be done and directs attention to the mechanisms quantitatively how the results of its performance will be measured. An example of the standard of performance can be acceptable if 90% of the design of the system general presented to users right on time and the user agree to design it.

3. RESEARCH METHOD

Sugiyono (2012: 147) states that data analysis techniques in quantitative research use statistics. In this research, data analysis will use descriptive statistical techniques.

3.1. Validity and Reliability Testing

Validity

Before the research instrument is used to collect data, it is necessary to test the validity. It is used to get valid data from valid instruments. According to Sugiyono (2012: 121) "the results of research are valid if there are similarities between the data collected and the data that actually occurs on the object under study". Instrument testing in this study was carried out with a bivariate correlation between each indicator score and the total construct score.

Reliability

According to Sugiyono (2012: 121) "a reliable instrument is an instrument that when used several times to measure the same object, will produce the same data." After the instrument is tested for validity, the next step is to test its reliability. The measurement of reliability in this study was assisted by SPSS for the Cronbach Alpha (α) statistical test . The results of the test statistic Cronbach Alpha (α) will determine the instrument used in the research is reliable used or not.

3.2. Classical Assumption Testing

Normality Assumption Test

Test normality to determine whether the model are derived from the distribution of normal or not, through the parameters Kolmogorov-Smirnov Test carried out by way of : comparing the value Asymp . Sig with a significance level.

- If the value is Asymp. Sig < $\alpha = 5\%$, meaning that the model comes from data that is not normally distributed.
- If the value is Asymp. Sig > $\alpha = 5\%$, meaning that the model comes from normally distributed data Heteroscedasticity (heteroscedasticity)

The variance of the independent variable is constant for each specific value of the independent variable (Homoscedasticity).

A good regression model does not occur heteroscedasticity. Heteroscedasticity was tested using the Glejser test with decision making if the independent variable was statistically significant in affecting the dependent variable, then there was an indication of heteroscedasticity. If the significance probability is above the 5% confidence level, it can be concluded that the regression model does not lead to heteroscedasticity.

Serial Correlation (autocorrelation)

To test whether in a linear regression model there is a correlation between the confounding error in period t and the error in period t-1 (previous). If there is a correlation, it is called an autocorrelation problem. Of course, a good regression model is a regression that is free from autocorrelation.

However, in general, benchmarks can be taken : 1) DW numbers below -2 means there is positive autocorrelation , 2) DW numbers are between -2 to + 2, meaning there is no autocorrelation , 3) DW numbers above +2 mean there is negative autocorrelation .

Multicollinearity (multicollinearity)

This means that the variables independent the one with the other in the model regression multiple not mutually related are perfect. To determine whether there are multicollinearity symptoms, it can be seen from the magnitude of the Tolerance and VIF (Variance Inflation Factor) values through the SPSS program. Tolerance measures the variability of the selected variable that is not explained by other independent variables. Rated public that regular use is the value of Tolerance > 1 or the value of VIF < 5, then it does not happen multikolinearitas (Situmorang, 2010: 153).

3.3. Determination Analysis

To test the suitability of multiple regression model used the coefficient of determination (R^2) to explain the variability of the dependent variable of the regression model is used, especially of the independent variables were used.

3.4. Regression Equations

Analysis of regression is a procedure in which the through formulation of equation mathematically, going to forecast the value of a variable random continue based on the value of variables quantitative others are unknown. Where the variable -free or leadership and cultural work in realizing the variable bound at a performance, it will be used equation regression as follows :

$$\hat{Y} = a + b_1 X_1 + b_2 X_2$$

Where :

- a = Constant
- b₁ = variable regression coefficient X₁
- b₂ = variable regression coefficient X₂
- Y = Performance
- X₁ = Leadership
- X₂ = Work Culture

3.5. Hypothesis Testing

Draft test hypotheses used to test the hypothesis that proposed in the study is , whether the values of the statistics are generated can be generalized or applied to a population .

T test count

To test the hypothesis or each of the regression coefficients, the t test was carried out with the following formula:

$$t \text{ count} = \frac{\beta_i - 0}{Se(\beta_i)}$$

Where Se (β_i) is the standard error of the estimate parameter β_i.

Test Criteria:

t count < t table: accept H₀

t count > t table: reject H₀

If the null hypothesis is rejected, it means that the tested variable has a significant effect on the dependent variable. Conversely, if the null hypothesis is accepted, then the tested variables have no significant effect on the variables.

F test count

The test statistics used in the F test are:

$$F \text{ count} = \frac{SSR / k}{SSE / nk - 1}$$

Where :

- SSR = Sum of squares regression
- SSE = Sum of remaining squares
- n = Number of samples
- k = number of independent variables

Test criteria:

F count < F table: accept H₀

F count > F table: reject H₀

If the null hypothesis is rejected, it means that at least one variable is used which has a significant effect on the dependent variable. Conversely, if the null hypothesis is accepted, it means that the variables used together cannot explain the variation of the dependent variable.

4. RESULTS AND DISCUSSION

Based on test results, it turns out all the hypotheses that are tested are acceptable and are significant. This can be seen in the discussion below:

The Effect of Leadership on Performance at PT. Angkasa Pura.

From the hypothesis testing results obtained by value t arithmetic amounted to 2.497, while t table with α 5% and the samples ($n = 56$) were obtained t table amounted to 2,000. Thus t count > t table, then H_0 is rejected and H_1 is accepted. This means that there is a positive and significant influence of leadership on performance at PT. Angkasa Pura.

The Effect of Work Culture on Performance at PT. Angkasa Pura.

From the hypothesis testing results obtained by value t arithmetic amounted to 2.754, while t table with 5% and the samples ($n = 56$) were obtained t table amounted to 2,000. Thus t count > t table, then H_0 is rejected and H_1 is accepted. This means that there is a positive and significant influence of work culture on performance at PT. Angkasa Pura.

The Influence of Leadership and Work Culture with Performance at PT. Angkasa Pura.

From the calculation results obtained the calculated F value of 16 , 783 , while the F table with α 5% and sample ($n = 56$) obtained F table of 3 , 18 . Thus F count (16 , 783)> F table (3 , 18), then H_0 is rejected and H_1 is accepted. This means that there is the influence of a positive and significant leadership and culture of working together with the performance at PT. Angkasa Pura.

5. CLOSING / CONCLUSION

There is a positive influence between leadership on performance. From the hypothesis testing results obtained by value t arithmetic amounted to 2.497, while t table at α 5% was obtained by 2,000. Thus t count > t table, then H_0 is rejected and H_1 is accepted. This means that there is a positive and significant influence of leadership on performance at PT. Angkasa Pura.

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