

# Effect Of Organizational Culture And Leadership Style On Employee Performance Of PT. Raya Azura Persada, South Jakarta

Agustina Mogi<sup>1</sup>, Hestu Nugroho Warasto<sup>2</sup>, Siti Aesah<sup>3</sup>

<sup>1,2,3</sup>Universitas Pamulang  
e-mail correspondence : dosen1557@unpam.ac.id

*Abstract — This study aims to determine the effect of Organizational Culture and Leadership Style on the performance of employees of PT. Raya Azura Persada. This research is a quantitative research and is a population study. The subjects of this study were all office employees with a total of 45 people. Collecting data using a questionnaire that has been tested for validity and reliability, while data analysis is carried out using multiple linear regression analysis. The results showed that the Organizational Culture variable (X1) had an effect on employee performance as indicated by the results of the t-test with a significance of 0.02, which was smaller than 0.05 and  $t_{count}$  which was greater than  $t_{table}$   $3,257 > 2,018$ . There is no influence of the Leadership Style variable on employee performance as indicated by a significance value greater than 0.05 and  $t_{count}$  which is smaller than  $t_{table}$   $0.350 < 2.018$  while the Organizational Culture and Leadership Style variables simultaneously affect the Employee Performance of PT. Raya Azura Persada.*

**Keywords :** *Organizational Culture, Leadership Style, Performance*

## I. INTRODUCTION

The success of the company is strongly influenced by the performance of its employees. Performance is work performance, namely the comparison between actual work results and established work standards (Dessler, 2007). Every company will try to always improve the performance of its employees in order to achieve the goals set by the company. Various ways can be taken by the company in improving the performance of its employees, including by realizing employee job satisfaction through organizational culture and leadership styles that are in accordance with employee expectations.

Organizational culture (corporate culture) is often interpreted as values, symbols that are understood and obeyed together, which are owned by an organization so that members of the organization feel one family and create a condition for members of the organization to feel different from other organizations (Waridin and Masrurukhin, 2012).

Organizational culture is essentially a habit or ritual that is believed and carried out by all members of the organization. Culture reflects what is done and not what will apply (Uha, 2013). Organizational culture gives characteristics and identity to a company or organization and distinguishes the organization from other organizations. Organizational culture is also the foundation for a company.

Culture in an organization is not just a habit or ritual that is often carried out by companies. More than that, these habits or rituals are certainly carried out for a purpose, namely achieving the company's vision, mission, and goals. Organizational culture is a vehicle for the founders or leaders of the company in communicating their expectations to all employees. The role and existence of organizational culture in a company cannot be underestimated. Implementation of an organizational culture that suitable for the company will have a positive impact on employees and success for the company. Organizational culture can be very stable over time, but it is never static either. Organizational culture needs to be adapted to the needs of the organization so that the company can survive for the survival of the company.

Basically, organizational culture according to Rivai and Mulyadi (2012) is a framework that guides daily behavior and makes decisions for employees and directs their actions to achieve organizational goals. The importance of organizational culture certainly cannot be separated from efforts to maximize the work potential of employees. Where culture in principle can have a positive influence on efforts to improve employee performance.

Meanwhile, leadership style can affect employee performance, leadership style itself is a pattern of behavior that is displayed as a leader when trying to influence the behavior of others. Other leadership styles are defined as leadership style techniques in influencing their subordinates in carrying out their duties based on the authority and power to carry out management functions (Suyanto, 2012)

As one of the companies engaged in construction in the form of PT, PT. Raya Azura Persada South Jakarta has employee assets that need to be maintained and Raya Azura Persada employs 45 people who work in various fields and have special qualifications including, multi or multiple residential construction, installation of all-power power plants, implementers for highway construction (except overpasses) railroads, and airport runways. Efforts so that various work activities can run effectively and efficiently, PT Raya Azura Persada implements organizational culture within the company including, individual initiatives, participation, sense of belonging to the company, work comfort. and disseminate the vision and mission. But in the initial observation, found several problems related to the organizational culture applied in the company. This is evidenced by the existence of several mistakes made by employees at work which resulted in complaints from consumers, this factor was caused by the lack of consistency of employees in carrying out their work. nIn addition, PT. Raya Azura persada applies a leadership style that must be accepted and obeyed by employees, such as the ability to give instructions or orders, the ability to give freedom to work, concern for the leadership and the ability to give responsibility. But in practice not all leadership styles are adhered to by employees in the company, even unacceptable so that it affects their performance that is not achieved such as meeting targets and completing work efficiently, doing work neatly and carefully, utilizing time and completing work effectively and the ability to build relationships with superiors and fellow coworkers. This is evidenced by the achievement of results that are not in accordance with the targets set by the company as shown in the table below:

**Table 1. Company Target**

No	Years	Performance Target/Year	Performance Achievement/Year
1	2018	14.400 unit	12.600 unit
2	2019	14.400 unit	10.200 unit
3	2020	14.400 unit	9.000 unit

Source: PT. Raya Azura Persada, 2022

From the table above, it can be seen that there is a decrease in the achievement of results every year. This should be the main concern of the company in improving performance employees, where if this is allowed to drag on, it is feared that the company will close.

Employee performance can increase if there is a good organizational culture and leadership role, which can foster and create harmonious communication within a company. But on the contrary, if there is a bad organizational culture and leadership role, it will be able to cause a decrease in employee performance which will certainly have an unfavorable impact on the company. It is interesting to examine the influence of organizational culture and leadership style on the performance of employees of PT. Raya Azura Persada to explain the causes of not achieving the targets set by the company, which can contribute to the performance of employees at PT. Raya Azura Persada, South Jakarta.

## II. LITERATURE REVIEW

### A. Organizational culture

Culture is a habit that is carried out repeatedly intensively and is also an important thing in shaping the character and the way a person takes an attitude both within an organization and in society. Chandra (2013) argues that organizational culture is a set of assumptions or beliefs, values and norms developed within the organization that are used as behavioral guidelines for its members to overcome problems of external adaptation and internal integration. Another understanding according to Wibowo (2011) organizational culture is the beliefs, norms, and values that guide all human resources in an organization in carrying out their duties. This definition provides an understanding that organizational culture is a pattern of basic assumptions about norms, values, attitudes, and beliefs held by members within an organization to be able to adapt internally and externally. Besides, the existence of organizational culture needs to be maintained in an effort to contribute to the company.

Sutrisno (2011) reveals that the function of work culture is as a social glue in uniting members in achieving organizational goals in the form of provisions or values that must be said and done by employees and

can also function as control over the behavior of employees. Meanwhile, Hakim (2011) argues that organizational culture has the function of creating differences between one organization and another, conveying a sense of identity to members of the organization, facilitating the continuation of commitments so as to reach broader boundaries, helping to bind together the organization by providing appropriate standards regarding what employees should say and do, and shape employee performance enhancers.

Organizational culture indicators According to Robbins and Coulter (2012) consist of:

1. Innovation and risk taking means that an innovative and risk-taking attitude must exist within the organization.
2. Paying attention to details means that the organization must pay attention to all provisions, analyzes, and pay more attention to the things around.
3. Results orientation is defined as a focus on results or income rather than the techniques and processes used to achieve these results.
4. Individual orientation is defined to take into account the effect of results on employees in the organization.
5. Team orientation is defined as the ability to work in a team.
6. Aggressiveness that individuals or people who are in the organization have a competitive nature.
7. Stability means that organizational activities are emphasized to maintain the status quo to continue to grow and develop.

## B. Leadership Style

Hasibuan (2018) argues "Leadership style is the way a leader influences the behavior of subordinates, so they want to work together and work productively to achieve organizational goals". He must be able to foster and motivate his subordinates to work together and work effectively in achieving company goals. Leadership style is the ability to influence, motivate and make others able to contribute voluntarily in an effort to achieve organizational goals, because it shows the leader can carry out his role in moving, directing and coordinating various other factors within the organization in order to remind the organization's performance.

According to Triana (2017) states that the types of leadership styles are based on personality, as below:

1. Charismatic Leadership Style  
This charismatic leadership style is able to attract people who will fascinate them with his uplifting way of speaking. Usually leaders with this personality style are very happy with changes and challenges.
2. Diplomatic Leadership Style  
This diplomatic leadership style is in perspective placement. Many people often see from one side, namely one side of his advantage. The rest, see from the side of the opponent's advantage. Therefore, a leader who has a diplomatic leadership style can see what benefits him and also benefits his opponent.
3. Authoritarian Leadership Style  
This authoritarian leadership style is in his achievements. So that there is not a single wall that can block this leader's steps. When he decides on a goal, it is a fixed price, there are no excuses, there are results. And the steps are calculated and systematic.
4. Moralism Leadership Style  
Moralism leadership style in general they are warm and polite to everyone. They have high empathy for problems in their subordinates, are also patient and generous. All forms of policy are in this leader. People who come to his warmth despite all his shortcomings. But usually a leader like this is very unstable, sometimes looks sad and terrible. Sometimes it can be very pleasant and warm.

Ralph White and Ronald Lippit (Veithzal Rivai, 2013) suggest three types of leadership styles, namely:

1. Authoritarian Leadership. This type of leadership has the following characteristics:
  - a. All policy decisions are made by the leader.
  - b. Techniques and activity steps are determined by officials one by one so that future steps are always uncertain.
  - c. The leader usually dictates the specific job duties and joint work of each member.
  - d. The leader does not participate in active group participation unless he is giving demonstrations.
2. Democratic Leadership. This type of leadership has the following characteristics:
  - a. All policies are the subject of group discussion and group decisions that are stimulated and assisted by the leader.
  - b. The activity perspective is reached during the discussion. If technical advice is required, the leader suggests two or more alternative procedures to choose from.
  - c. Members are free to work with whom they wish and the division of labor is up to the group.

- d. Leaders are objective in their praise and criticism. He tries to be a member of the group mentally, without doing too much of the work.
3. Laissez – Faire Kepemimpinan Leadership. The characteristics of this type of leadership are as follows:
    - a. Complete freedom for group or individual decisions with minimum leader participation.
    - b. He did not take part in the work discussions. Various materials are provided by the leader, who clearly states that everyone will provide information if there is a request or question. He did not take part in the group discussions.
    - c. The leader does not participate at all in task assignment.
    - d. Spontaneous infrequent commentary on member activity and he makes no attempt at all to judge or organize an event.

### C. Performance

Mangkunegara (2018) understanding of performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Meanwhile, according to Wibowo (2016) stated "Performance is the result of work that has a strong strategic relationship with the organization, customer satisfaction and contributes to the economy". Meanwhile, according to Ratundo and Sacket (2017) defines "Performance is an activity that includes all actions or behaviors that are controlled by individuals and contribute to the achievement of company goals". A similar opinion was also expressed by Hariandja (2017: 55) who stated "Performance is the result of work produced by employees or employees or real behavior that is displayed in accordance with their role in the organization. Mathis (2017) argues "Performance is what employees do or don't do". From some of these opinions it can be concluded that performance is the process of achieving organizational goals and the results of the human resource efforts themselves in an organization.

According to Elya (2010) "Performance assessment is useful for improving future performance, providing feedback on the quality of work to then study the progress of the desired improvements in performance". Windy and Gunasti (2016) argue "Employee performance appraisal is a means to improve employees who do not perform their duties properly and make employees aware of their position and role in creating the achievement of company goals".

According to Mathis and Jackson (2012) basically the dimensions related to performance are as follows:

1. Quantity.  
Indicators of the quantity of results, namely: fulfillment of targets and completion of work efficiently.
2. Quality  
Indicators of the quality of the results, namely: doing work neatly and thoroughly, and completing work according to the standards that have been set.
3. Punctuality  
Indicators of timeliness, namely: the use of time and completion of work effectively.
4. Cooperation  
Indicators of cooperation, namely: the ability to build relationships with superiors and fellow co-workers.

### D. Hypothesis

A hypothesis is a tentative answer to a problem whose truth must be proven. The hypothesis is a guess, conclusion or temporary answer to the problem that has been formulated in the previous problem formulation.

H1: Organizational culture has a significant effect on employee performance at PT. Raya Azura Persada, South Jakarta.

H2: Leadership style has a significant effect on employee performance at PT. Raya Azura Persada, South Jakarta.

H3 : Organizational culture and leadership style simultaneously have a significant effect on employee performance at Pt. Raya Azura Persada, South Jakarta.

## III. METHOD

### A. Types of research

Based on the research method, this research is a causal associative research. According to Sugiyono in Rangkuti (2014) Causal associative research is research that is intended to reveal problems that are causal relationships between 2 or more variables. In this study there are independent variables (which affect) and dependent variables (which are influenced). This study only discusses the influence of organizational culture and leadership style on employee performance. Organizational culture and leadership style as the independent variable and employee performance as the dependent variable.

### B. Place and time of Research

This research was conducted at the office of PT. Raya Azura Persada, South Jakarta, having its address at Jl. RC. Veteran No. 8, RT. 009 RW. 003, Bintaro Village, Pesanggrahan District, South Jakarta City Regency.

### C. Research Sample

Population According to Sanusi (2009) population is the entire collection of elements that show certain characteristics that can be used to make conclusions. So the set of elements shows the number, while certain characteristics show the characteristics of the collection. The population in this study were employees of PT. Raya Azura Persada. Sample According to Sugiyono (2013) the sample is part of the number and characteristics possessed by the population. According to Sanusi (2009), a good sample is one that can represent the characteristics of the population indicated by the level of accuracy and precision. The sample in this study were all employees in the office environment, amounting to 45 people.

### D. Data Types and Sources

The type of data in this study is primary data, namely data collected directly by researchers or the first party (Usman and Akbar, 2006). The primary data used in this study were employee responses obtained through a questionnaire about organizational culture, leadership style and employee performance. The data collection method used in this study was a questionnaire or questionnaire. Questionnaires or questionnaires are a way of collecting data by providing written questions to be answered by respondents, so that researchers obtain field or empirical data to solve research problems and test established hypotheses (Supardi, 2005).

The distribution of questionnaires was carried out to employees of PT. Raya Azura Persada, by direct contact which was carried out within one month, namely February 2022. Literature/Documentation Supporting data in the form of documents were obtained from literature books and national and international journals that have a relationship with this research.

### E. Data Analysis Technique

According to Sugiyono (2018), "In quantitative research, data analysis is an activity of collecting data from sources obtained". Activities in data analysis are grouping data based on variables and types, tabulating based on variables, presenting data based on the variables studied, performing calculations to answer the formulation of the problem, and performing calculations to test the hypotheses that have been proposed.

In this study, the F test was used to determine the significance level of the effect of the independent variables together on the dependent variable. Hypothesis testing is done by using the F test (Annova). The F test can be done by looking at the level of significance or comparing the calculated F with the F table. The significance level uses = 5% (significance 5% or 0.05).

According to Ghozali (2006) t statistical test basically shows how far the influence of one independent variable individually in explaining the dependent variable. This test is carried out with the following steps, if the value of  $Sig > = (0.05)$ , then organizational culture has no effect on performance and leadership style has no effect on performance. if the value of  $Sig < = (0.05)$ , then organizational culture affects performance and leadership style affects performance.

## IV. RESULT

### A. Validity and Reliability Test

In this test the validity test can be seen that  $n = 45$  and  $= 5\%$  then  $r_{table} (5\%, 45-2) = 0.294$ , each item of the statement can be said to be valid if  $r_{count}$  is greater than  $r_{table} 0.294$ . The results of the data validity test in this study can be seen in the following tables:

**Table 2. Organizational Culture Validity Test Results**

Statement	r count	r table	Info
Org_Culture1	0.523	0.294	Valid
Org_Culture2	0.433	0.294	Valid
Org_Culture3	0.566	0.294	Valid
Org_Culture4	0.459	0.294	Valid
Org_Culture5	0.532	0.294	Valid
Org_Cultur6	0.578	0.294	Valid
Org_Culture7	0.697	0.294	Valid

Statement	r count	r table	Info
Org_Culture8	0.627	0.294	Valid
Org_Culture9	0.566	0.294	Valid
Org_Culture10	0.299	0.294	Valid
Org_Culture11	0.736	0.294	Valid
Org_Culture12	0.512	0.294	Valid
Org_Culture13	0.503	0.294	Valid

Table 3. Leadership Style Validity Test Results

Statement	r count	r table	Info
Leadership Style1	0.585	0.294	Valid
Leadership Style2	0.672	0.294	Valid
Leadership Style3	0.863	0.294	Valid
Leadership Style4	0.819	0.294	Valid
Leadership Style5	0.863	0.294	Valid
Leadership Style6	0.703	0.294	Valid
Leadership Style7	0.725	0.294	Valid
Leadership Style8	0.803	0.294	Valid
Leadership Style9	0.703	0.294	Valid``
Leadership Style10	0.417	0.294	Valid``

Table 4. Performance Validity Test Results

Statement	r count	r table	Info
Performance_1	0.548	0.294	Valid
Performance_2	0.676	0.294	Valid
Performance_3	0.104	0.294	Valid
Performance_4	0.266	0.294	Valid
Performance_5	0.505	0.294	Valid
Performance_6	0.467	0.294	Valid
Performance_7	0.625	0.294	Valid
Performance_8	0.523	0.294	Valid
Performance_9	0.661	0.294	Valid
Performance_10	0.654	0.294	Valid

Based on the results of data processing, all question items on the variables in this study are valid, because all have an r value > 0.294. while the results of the reliability test can be seen in the following table:

Table 5. Reliability Statistics

Variable	Cronbach's Alpha	N of Items
Org_Culture1	,786	13
Leadership Style	,886	10
Performance	,652	10

The standard of reliability testing using Cronbach's alpha value is 0.6, based on the results of calculations, all reliability test results are above 0.6 so that all are reliable.

## B. Classic Assumption Test

**1. Normality Test**

The normality test has the aim of knowing whether the residual value resulting from the regression is normally distributed or not. To find out whether a data is normally distributed or not by looking at the significance value in the Kolmogorov-Smirnov table. Normal if the significance value is more than 0.05 (sign > 0.05).

**Table 6. Normality Test  
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		45
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	2.01114670
Most Extreme Differences	Absolute	.131
	Positive	.057
	Negative	-.131
Test Statistic		.131
Asymp. Sig. (2-tailed)		.050 <sup>c</sup>

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Based on the results of the normality test in table 4.1, it can be seen that the significant value in the Kolmogorov-Sminorv section is 0.05. Based on these results, it can be said that 0.05 = 0.05, which means that all variables in this study are normally distributed.

**2. Multicollinearity Test**

The results of the multilinearity test can be seen through the values of Tolerance and Variance Inflation Factor (VIF). If the tolerance value is > 0.10, it can be concluded that there is no multicollinearity in the regression model between the independent variables, and vice versa if the tolerance value is < 0.10 it can be concluded that there is multicollinearity in the regression model between the independent variables. Furthermore, if the VIF value is > 10, it can be concluded that there is multicollinearity, and if the VIF value is < 10, it can be concluded that there is no multicollinearity.

**Table 7. Multicollinearity Test  
Coefficients<sup>a</sup>**

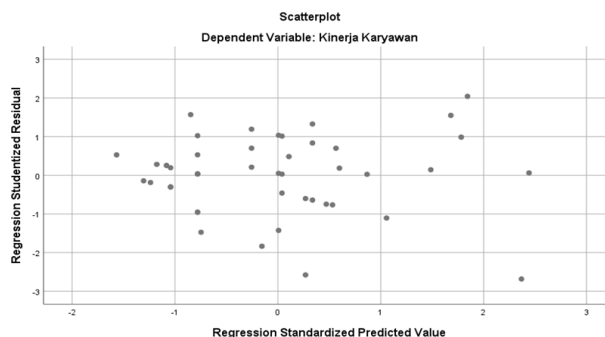
Model		Collinearity Statistics VIF
1	(Constant)	
	Org_Culture	1.323
	Leadership Style	1.323

a. Dependent Variable: Performance

From the test results in table V .16 it can be concluded that the Variance value Inflation Factor (VIF) on the two independent variables is 1.323 < 10 so it can be concluded that there is no multicollinearity between independent variables.

**3. Heteroscedasticity Test**

Heteroscedasticity test can be done by looking at the scatter plot graph. If the points spread above and below the number 0 on the Y axis without forming a certain pattern, then there is no heteroscedasticity.



Based on the picture above, it can be seen that the results of the heteroscedasticity test show that the points on the scatterplot graph do not have a clear distribution pattern and the points spread above and below the number 0 on the Y axis, it can be concluded that there is no heteroscedasticity disorder in the model regression.

### C. Multiple Regression Analysis

This test is used to determine the relationship between the independent variables simultaneously on the dependent variable, and the relationship between the independent variables partially on the dependent variable. Multiple regression test results using SPSS 25.0 application program. The following are the results of multiple regression tests.

**Table 8. Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	16.114	3.958		4.071	.000
Org_Culture	.322	.099	.493	3.257	.002
Leadership Style	.041	.118	.053	.350	.728

a. Dependent Variable: Performance

Based on table 8, the multiple linear regression equation can be formulated as follows.

$$Y = 16.114 + 0.322 (X1) + 0.41 (X2)$$

Table 8 show, it can be seen that the constant value of 16.114 organizational culture (X1) is 0.322 and leadership style (X2) is 0.41.

### D. Hypothesis Testing

Based on table 8 the results of the t-test used in the study can be concluded as follows:

1. The value of tcount on the organizational culture variable is greater than ttable, which is  $3.257 > 2.018$  and a significant value of  $0.02 < 0.05$ , it can be concluded that organizational culture partially affects employee performance.
2. The value of tcount on the leadership style variable is smaller than ttable, which is  $0.350 < 2.018$  and a significant value of  $0.728 > 0.05$ , it can be concluded that leadership style partially has no effect on employee performance.

The F test was used to determine the joint effect of the independent variables of organizational culture (X1) and leadership style (X2) on the dependent variable of employee performance (Y). The test results are presented in the following table:

**Table 9. ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	66.477	2	33.239	7.844	.001 <sup>b</sup>
Residual	177.967	42	4.237		
Total	244.444	44			

a. Dependent Variable: Performance

b. Predictors: (Constant), Org\_Culture, Leadership\_Style

Based on table 9, the ANOVA table from the F test results can be seen that the Fcount value is  $7.844 > Ftable$  with a significant number (p value) 0.05. It is known that  $df1 = k - 1 = 2 - 1 = 1$  and  $df2 = n - k = 45 - 2 = 43$ , then the Ftables of df1 and df2 are 4.07. Based on the results of the F test calculation, it was obtained that the Fcount value was  $7.844 > 4.07 Ftable$  with a significant number (p value)  $0.01 < 0.005$  that the organizational culture and leadership style variables jointly affected employee performance.

### E. Correlation and Determination Coefficient



The coefficient of determination is carried out to measure how far the model's ability to explain the variation or influence of the dependent variable (employee performance) through independent variables (organizational culture and leadership style).

**Table 10. Correlation and Determination Coefficient**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.521 <sup>a</sup>	.272	.237	2.05847

a. Predictors: (Constant), Org\_Culture, Leadership\_Style.

b. Dependent Variable: Performance.

Based on table 10, that the value of the coefficient of determination  $R^2$  is 0.272, then  $KP = R^2 \times 100\% = 0.272 \times 100\% = 27.2\%$ . Based on the results of the calculation of  $R^2$ , it can be concluded that organizational culture and leadership style variables are able to explain the variation or influence of employee performance variables by 27.2%, this shows that organizational culture and leadership style variables affect employee performance, while 72.8% is influenced by variables. other things that have not been included in this research model, such as work environment, work discipline, motivation and so on.

## V. DISCUSSION

- Organizational Culture and Leadership together affect employee performance.  
Based on the results of multiple regression analysis jointly tested that organizational culture and leadership style jointly affect employee performance with the obtained value of  $F_{count} 7.844 > 4.07 F_{table}$  with a significant number ( $p$  value)  $0.01 < 0.005$ . This means that there is mutual support between organizational culture and leadership styles to create employee performance at PT. Raya Azura Persada.
- Organizational Culture affects employee performance.  
The partial test shows that organizational culture has a positive effect on employee performance with a coefficient value of 0.322,  $t_{count} 3.257$  and a significance value of 0.002, which means the better the organizational culture, the higher the employee performance and vice versa. A good organizational culture in this study includes employees who are encouraged to be innovative, management focus on results, organizational work activities are carried out in work teams, employees have accuracy and thoroughness in work and others who strongly support the completion of every task given by the company.
- Leadership style does not affect employee performance.  
Leadership style is not the main variable that supports improving employee performance because it is possible that there are many other more supportive factors such as the work environment, compensation and others. This can happen as research conducted by Istiqomah Qodriani Fajrin (2018) where leadership style has no effect on employee performance.

## VI. CONCLUSION

- Organizational Culture at PT. Raya Azura Persada affects the performance of employees of PT. Raya Azura Persada
- Leadership style at PT. Raya Azura Persada has no effect on the performance of employees of PT. Raya Azura Persada
- Organizational Culture and Leadership Style at PT. Raya Azura Persada significantly affect the performance of employees of PT. Raya Azura Persada.

Based on the conclusion, the following can be suggested:

- Organizational culture applied in the work environment of PT. Raya Azura Persada can be maintained and improved
- Leadership style at PT. Raya Azura Persada should be improved and should be more inclined to get closer to employees or subordinates so that employees can be more motivated to improve their performance.

## REFERENCES

- Abdillah, A. C. (2011). Pengaruh Kepemimpinan, Stres Kerja, dan Disiplin Kerja, dan Kompensasi dengan Kinerja Pegawai Pada Kantor Pelayanan Pajak Pratama Boyolali. *Jurnal Ekonomi Manajemen Sumber Daya* Vol. 12, No.1, 1-11.
- Asbari, M., Nurhayati, W., & Purwanto, A. (2019). Pengaruh Parenting style dan Personality Genetic Terhadap Pengembangan Karakter Anak di Paud Islamic School. *JURNAL AUDI: Jurnal Ilmiah Kajian Ilmu Anak dan Media Informasi PAUD*, 4(2), 148-163.

- Asbari, M., Purwanto, A., Ong, F., Mustikasiwi, A., Maesaroh, S., Mustofa, M., ... & Andriyani, Y. (2020). Impact of Hard Skills, Soft Skills and Organizational Culture: Lecturer Innovation Competencies As Mediating. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 101-121.
- Chandra, L. A. (2013). Pengaruh Budaya Organisasi Terhadap Kinerja Pegawai Kantor Ketahanan Pangan dan Penyuluhan Kuta Barat. *Jurnal Administrasi Negara*, Volume 1 Nomor 3.
- Chatab, N. (2009). *Diagnostic Management*. Jakarta: PT. Serambi Ilmu Sastra.
- Darda, A., Rojikun, A., & Yusuf, Y. (2022). *Anteseden Kinerja Pegawai* (1st ed.). Eureka Media Aksara.
- Dessler, G. (2009). *Manajemen Sumber Daya Manusia*, Edisi Kesepuluh. Jakarta: Indeks.
- Fahmi, K., Sihotang, M., Hadinegoro, R. H., Sulastri, E., Cahyono, Y., & Megah, S. I. (2022). Health Care SMEs Products Marketing Strategy: How the Role of Digital Marketing Technology through Social Media?. *UJoST- Universal Journal of Science and Technology*, 1(1), 16–22. <https://doi.org/10.11111/ujost.v1i1.55>
- Fayzhall, M., Purwanto, A., Asbari, M., Goestjahjanti, F. S., Winanti, W., Yuwono, T., ... & Suryani, P. (2020). Transformational versus Transactional Leadership: Manakah yang Mempengaruhi Kepuasan Kerja Guru?. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 256-275.
- Fuad, N., Ahmad, G. (2009). *Integrasi HRD*. Jakarta: PT. Grasindo.
- Hakim, L. (2011). Membangun Budaya Organisasi Unggul Sebagai Upaya Meningkatkan Kinerja Karyawan Di Era Kompetitif. *Benefit Jurnal Manajemen dan Bisnis*, Volume 15, Nomor 2.
- Hakim, L. (2011). Pengaruh Gaya Kepemimpinan Terhadap Kinerja Pegawai Negeri Sipil Melalui Motivasi Pada Dinas Perhubungan Kota Palembang. *Ilmiah Volume III No.3*.
- Harefa, A. (2013). *Sustainable Growth*. Jakarta: PT. Gramedia Pustaka Utama.
- Hasbi, F. R., Yusuf, Y., Mubarak, A., Rosini, I., & Sofii, I. (2020). Pendampingan Manajemen Keuangan dan Legalitas Pendirian Koperasi di Kelurahan Rempoa Tangerang Selatan. *Implementasi: Jurnal Pengabdian Masyarakat*, 1(1), 57-67.
- Hasibuan, M. S. (2011). *Manajemen Sumber Daya Manusia*. Jakarta : PT. Bumi Aksara.
- Heriyanti, D. (2009). Analisis Pengaruh Budaya Organisasi, Kepuasan Kerja, dan Gaya Kepemimpinan Terhadap Kinerja Karyawan Dengan Komitmen Organisasional Sebagai Variabel Intervening .
- Italiani, F. A. (2013). Pengaruh Gaya Kepemimpinan Transformal dan Transaksional Terhadap Kinerja Pegawai Departemen SDM PT. Semen Gresik (Persero) Tbk. *Jurnal Ilmu Manajemen Volume 1 Nomor 2*.
- Juliandi, A. I. (2013). *Metode Penelitian Kuantitatif*. Medan: Perdana Mulya Sarana.
- Kamalia., R. A. (2015). Pengaruh Gaya Kepemimpinan, Budaya Organisasi dan Motivasi Kerja Terhadap Kinerja Akuntan Pemerintah.
- Kusdi. (2011). *Budaya Organisasi : Teori, Penelitian, dan Praktek* . Jakarta: Salemba Empat. Mangkunegara, A. P. (2011). *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: PT. Remaja Rosda Karya
- Laia, B., Kamar, K., & Asbari, M. (2022). The Effect of Work Quality and Work Professionalism on Employee Performance at PT Non Ferindo Utama. *UJoST- Universal Journal of Science and Technology*, 1(2), 64–74. <https://doi.org/10.11111/ujost.v1i2.63>
- Martha, O. K. (2011). Analisis Pengaruh Gaya Kepemimpinan dan Budaya Organisasional Terhadap Kinerja Organisasi : Responsiveness sebagai Variabel Intervening.
- Mathis, R. L. (2009). *Manajemen Sumber Daya Manusia*. Jakarta : Salemba Empat.
- Mondy, R. W. (2010). *Manajemen Sumber Daya Manusia*, Edisi Kesepuluh Jilid 2. Jakarta: Erlangga.
- Mulyadi, D. S. (2012). Pengaruh Budaya Organisasi Terhadap Kinerja Pegawai Pada Dinas Bina Marga dan Pengairan Kabupaten Karawang. *Jurnal Manajemen Vol. 09 No.4*.
- Nasyaroeka, J. (2011). Pengaruh Gaya Kepemimpinan terhadap Disiplin Kerja Karyawan PT. Bentoel Prima Bandar Lampung. *Jurnal Organisasi dan Manajemen*, Vol.1, No.1, 9-16.
- Ndraha, t. (2009). *Teori Budaya Organisasi* . Jakarta: PT. Rineka Cipta.
- Nurul, R. (2015). Pengaruh Budaya Organisasi dan Gaya Kepemimpinan terhadap Kinerja Karyawan pada Politeknik Unggul LP3M Medan.
- Powarni, S. (2010). Pengaruh Budaya Organisasi Terhadap Kinerja Karyawan Studi Kasus : PT. Tambang Batubara Bukit Asam (Persero). *Ilmiah Volume 2 No.2*.
- Purwanto, A. (2020). The Relationship of Transformational Leadership, Organizational Justice and Organizational Commitment: a Mediation Effect of Job Satisfaction. *Journal of Critical Reviews*.
- Purwanto, A., Asbari, M., Pramono, R., Senjaya, P., Hadi, A. H., & Andriyani, Y. (2020). Pengaruh Kepemimpinan terhadap Kinerja Guru Sekolah Dasar dengan Keterlibatan Kerja dan Budaya Organisasi sebagai Mediator. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 50-63.
- Reza, R. A. (2010). Pengaruh Gaya Kepemimpinan, Motivasi dan Disiplin Kerja Terhadap Kinerja Karyawan PT. Sinar Santosa Perkasa Banjarnegara.
- Rivai, V. d. (2012). *Kepemimpinan dan Perilaku Organisasi*, Edisi Ketiga . Jakarta: PT. Raja Grafindo Persada.
- Rohimah, A. N., Fayzhall, M., Napitupulu, B. B. J., & Asbari, M. (2022). The Effect of Job Training, Performance Assessment, and Work Motivation on the Performance of Production Division Employees at

- PT Rinnai Indonesia (Case Study of the Gas Valve Division). *UJoST- Universal Journal of Science and Technology*, 1(2), 54–63. Retrieved from <http://ujost.org/index.php/journal/article/view/64>
- Robbins, S. P. (2009). *Perilaku Organisasi*. Jakarta : PT. Macan Jaya Cemerlang.
- Ruyatningsih, H. Y. (2013). Pengaruh Gaya Kepemimpinan Terhadap Kinerja Karyawan Pada Bagian Operator SPBU PT. Mitrabuana Jayalestari Kerawang. *Jurnal Manajemen* Vol. 10 No.3 .
- Syahril, S., Sihotang, M., Hadinegoro, R., Sulastri, E., Rochmad, I., Cahyono, Y., & Purwanto, A. (2022). Hospitals Customer e-loyalty: How The Role of e-service quality, e-recovery service quality and e-satisfaction ?. *UJoST- Universal Journal of Science and Technology*, 1(1), 23–27. <https://doi.org/10.11111/ujost.v1i1.56>
- Sigit, S. (2009). *Perilaku Organisasional*. Yogyakarta: Universitas Sarjanawiyata Tamansiswa.
- Situmorang, S. h. (2012). *Analisis Data Untuk Riset Manajemen dan Bisnis*, Edisi 2. Medan: USU Press.
- Soedjono. (2009). Pengaruh Budaya Organisasi Terhadap Kinerja Organisasi Dan Kepuasan Kerja Karyawan Pada Terminal Penumpang Umum di Surabaya. *Jurnal Manajemen dan Kewirausahaan*, Vol.7 , No.1.
- Sosrowidigdo, S., Priadi, A., & Yusuf, Y. (2011). Analysis Of Competence And Influence On The Performance Of Teacher Of Emotonal Intelligence In at SMA Islam Al-Izhar Pondok Labu. *ISSIT 2011*, 1(1), 36–48.
- Sugiyono. (2012). *Metode Penelitian Kuantitatif, Kualitatif, Dan R&D*. Bandung: CV. Alfabeta.
- Sugiyono. (2014). *Metode Penelitian Kuantitatif, Kualitatif, Dan R&D*. Bandung: CV. Alfabeta.
- Suherman, A., & Yusuf. (2021). The effect of human agility, digital literature, curriculum and the role of the family on the interest of the millennial generation in entrepreneurship through capabilities as intervening variables. *Journal of Economics and Business Letters*, 1(2), 4–17.
- Suherman. (2011). Pengaruh Budaya organisasi, Efektivitas Kepemimpinan, dan Stress Kerja Terhadap Kinerja : Studi Kasus Pada Kepala Sekolah Menengah Pertama (SMP) Di Kabupaten Murung Raya Kalimantan Tengah. *Jurnal Manajemen Pendidikan* Vol.2 , No.2.
- Surur, M., Wibawa, R. P., Jaya, F., Suparto, A. A., Harefa, D., Faidi, A., ... & Purwanto, A. (2020). Effect Of Education Operational Cost On The Education Quality With The School Productivity As Moderating Variable. *PSYCHOLOGY AND EDUCATION*, 57(9), 1196-1205.
- Sutrisno, E. (2010). *Manajemen Sumber Daya Manusia*. Jakarta: Kencana Prenada Group.
- Sutrisno, E. (2011). *Budaya Organisasi*. Jakarta: Kencana Prenada Media Group.
- Taurisa, C. M. (2012). Analisis Pengaruh Budaya Organisasi dan Kepuasan Kerja Terhadap Komitmen Organisasional Dalam Meningkatkan Kinerja Karyawan. *Jurnal Bisnis dan Ekonomi (JBE)*, Vol.19, No.2.
- Thoha, M. (2015). *Perilaku Organisasi : Konsep Dasar dan Aplikasinya*. Jakarta: Rajawali Pers.
- Uha, I. N. (2013). *Budaya Organisasi Kepemimpinan dan Kinerja : Proses terbentuk, Tumbuh Kembang, Dinamika, dan Kinerja Organisasi*. Jakarta: Kencana Prenada Media Group.
- Umar, H. (2014). *Evaluasi Kinerja Perusahaan*. Jakarta: Gramedia Pustaka Utama.
- Wahyuningsih, S. B. (2013). Pengaruh Kepemimpinan, Disiplin Kerja dan Komunikasi Terhadap Motivasi Kerja Pegawai Badan Kepegawaian Daerah Kota Surakarta. *Manajemen Bisnis Syariah*, No.1/Th VIII.
- Wibowo. (2011). *Budaya Organisasi :Sebuah Kebutuhan untuk Meningkatkan Kinerja Jangka Panjang*. Jakarta : Rajawali Pers.