

# EFFORTS TO IMPROVE EMPLOYEES PERFORMANCE OF YOGYA STORE DEPARTMENT OF STORE YOGYA XXX BY INCREASING INFLUENCE BY LEADERSHIP STYLE AND ORGANIZATIONAL CULTURE

Ratna Komala Putri  
Deri Rizki Maulana Firdaus  
Icha Mulyani

DOI: <https://doi.org/10.37178/ca-c.23.1.259>

---

*Ratna Komala Putri, Department of Magister Management, Universitas Widyatama, Indonesia  
Email: [ratna.komala@widyatama.ac.id](mailto:ratna.komala@widyatama.ac.id)*

*Deri Rizki Maulana Firdaus, Department of Magister Management, Universitas Widyatama, Indonesia*

*Icha Mulyani, Department of Magister Management, Universitas Widyatama, Indonesia*

---

## Abstract

*And one of the most important elements in an organization is human resources. Because human resources in a company are the key and the main factor that plays a very important role in moving a company in managing existing capital and available assets. But to achieve the goals of an organization, it takes a close relationship with the level of performance of its employees. Employee performance greatly affects the level of success in a company. Good employee performance will follow good results in the company's business development. Conversely, poor employee performance will also have a negative impact on the company's success. The results of this employee's performance can be assessed from the aspect of quality, quantity, working time and also cooperation in achieving the goals set by the company. It all depends on the quantity and also the time used by the employee in doing his job. Employee performance factors can also be seen from working time, delays, number of absences and length of service of employees. Employee performance is also built by Leadership style is one of the factors in order to improve employee performance, because basically the leader is the backbone of organizational development to encourage and influence good morale to employees. And employee performance is also influenced by a healthy organizational culture. This means that the better the organizational culture, the better the employee performance. On the other hand, if the organizational culture is not good, the employee's performance will decrease.*

**Keywords:** leadership style, organizational culture, employee performance

## Introduction

Along with the progress of the times, we cannot deny that the development of increasingly advanced science and technology has an impact on the emergence of intense competition in the business world and for large and well-known retail companies such as Yogya, of course, they are required to have quality resources. And one of the most important elements in an organization is human resources. Because human resources in a company are the key and the main factor that plays a very important role in moving a company in managing existing capital and available assets. But to achieve the goals of an organization, it takes a close relationship with the level of performance of its employees.

Performance is the result obtained by an organization, both profit-oriented and non-profit-oriented, which is produced during a period [1, 2]. Performance is the result of the work of employees who excel, so that the output of employees who excel shows good employee performance.

Basically the purpose of economic entities is to get optimal profit. This goal can be achieved when the economic entity is able to provide satisfactory service to its customers. For that, every economic entity must strive optimally and one of them can be done by increasing employee performance. This is done with the hope that adequate output can be produced both in quality and quantity.

However, to support the achievement of these targets, human resources are needed with reliable skills and are loyal to their institutions. This is very important considering that human resources are a key factor and the main driver of the company's operational activities. So paying attention to the role of human resources which is very vital, then of course it must be done mendapatkan perhatian secara berkesinambungan baik aspek pembinaan materil maupun non materil.

The use of directed and effective manpower is a determining factor in efforts to improve performance because it requires company policies that are able to move the workforce so that leaders can work more productively in accordance with the targets that have been implemented by the company. Many factors can be considered and one of them is the problem of leadership style. Leadership is the way a leader influences the behavior of his subordinates, so that they are willing to work together and work productively in order to achieve the goals of the organization.

Leaders have both important and complex tasks. Especially in HR management, a leader must realize that employees are the assets that most affect the company's productivity. In other words, it must be realized that there is a dependency between the company and its employees. The company, in addition to requiring its employees to work optimally in order to achieve company goals, on the other hand must understand the needs of each employee. The role of leaders in creating a good relationship with their employees will determine the direction of the company's progress. The pattern of working relationships greatly influences the way or style of a boss in managing his company in the direction specified.

The more appropriate the leadership style expected by employees, the more satisfied they will be, therefore if employees are satisfied with the leadership style they will repeat what they have learned from the leadership style they lead. Then they will be more active and enthusiastic to work, then their performance will be higher. Therefore, it is very important for company leaders to retain employees and make employees feel comfortable and happy to work in the company, it must also be strived for a good leadership style in the performance of employees that makes employees comfortable at work.

The use of directed and effective manpower is a determining factor in efforts to improve performance because it requires company policies that are able to move the workforce so that leaders can work more productively in accordance with the targets that have been implemented by the company. Many factors can be considered and one of them is the problem of leadership style. Leadership is the way a leader

influences the behavior of his subordinates, so that they are willing to work together and work productively in order to achieve the goals of the organization.

Leaders have both important and complex tasks. Especially in HR management, a leader must realize that employees are the assets that most affect the company's productivity. In other words, it must be realized that there is a dependency between the company and its employees. The company, in addition to requiring its employees to work optimally in order to achieve company goals, on the other hand must understand the needs of each employee. The role of leaders in creating a good relationship with their employees will determine the direction of the company's progress. The pattern of working relationships greatly influences the way or style of a boss in managing his company in the direction specified.

The more appropriate the leadership style expected by employees, the more satisfied they will be, therefore if employees are satisfied with the leadership style they will repeat what they have learned from the leadership style they lead. Then they will be more active and enthusiastic to work, then their performance will be higher. Therefore, it is very important for company leaders to retain employees and make employees feel comfortable and happy to work in the company, it must also be strived for a good leadership style in the performance of employees that makes employees comfortable at work.<sup>[3]</sup>

Yogya xxx Department Store which was founded on October 28, 2002 which is also the 33rd branch of Yogya department store, has progressed rapidly with increasing turnover and has grown to become the largest retail company in Bandung that sells a variety of daily necessities. days from groceries to clothing for children and adults, and many others. This Yogya Department Store continues to experience good development and also continues to open many branches outside the city until the end of 2015. As a large company, Yogya certainly has a large workforce. Until now, Yogya xxx Department Store itself has 400 employees. And with a large number of employees, it takes a leader who can organize, lead, and set an example as a figure of a good leader for his employees in order to provide motivation, support for its employees so as to improve the performance of these employees. However, many employees have complained about this new leadership, where a new rule is applied that new employees and old employees are required to wear black and black uniforms, this is very disturbing the appearance of employees. Employees with long hair are not allowed to unravel and for female employees while at work they are not allowed to wear a headscarf, so that female employees who wear headscarves become uncomfortable and conflict with their conscience.

In the face of a high level of business competition, the company maintains continuity of activities so that it remains smooth and can increase competitiveness to provide the right leadership style and work discipline of its employees. So it can be ascertained that the behavior of a leader is an influence that will lead to a separate understanding that will affect the psychological condition of subordinates, there are subordinates who see, observe and imitate the behavior of leaders displayed by their superiors in carrying out their work in accordance with their expectations. If the leadership behavior displayed by the superior is perceived as something that is expected by the subordinate, it will have a better impact on employee performance, on the other hand, if the leadership behavior displayed by the superior is something that is not in accordance with his expectations, it will have an unfavorable effect on employee performance.

In addition to good leadership style, employee performance is also influenced by organizational culture. According to <sup>[4-6]</sup>organizational culture is a pattern of mutually agreed values and beliefs that give meaning to members of the organization and the rules of behavior. So organizational culture will affect how an employee interprets and implements .

The employees who will implement the regulations and work programs have different backgrounds, therefore the way they implement the regulations and work

programs will also be different. There are employees who are diligent and disciplined, there are employees who are lazy and undisciplined, some are honest and some are not, all of these employee traits will blend and will eventually produce an organizational culture. If there are more employees who are diligent, then the organization's goals will be faster and easier to achieve, but if there are more lazy ones, the opposite will happen. Employees with diverse backgrounds will form a new organizational culture which will then be passed down from generation to generation to new members of the organization.

Organizational culture is formed from the culture of employees who are members of the organization. Employees as humans certainly have good and bad traits, as well as organizational culture, there are good and bad. Based on an interview with a supervisor at the Yogya xxx Department Store, a bad organizational culture is shown by behaviors such as: the lack of discipline for some employees, especially in terms of hours of entry and use of rest hours, employees are not good enough and do not take care of company property, this is a manifestation of lack of ownership of the company. Sometimes the cooperation between employees is less compact, there are still many mistakes made by employees at work and the work of employees is not completed on time.

If this is allowed to drag on, it is feared that it will have a negative impact on the organization, namely not achieving organizational goals. Members of the organization who have a bad culture, such as being undisciplined, not careful, lazy and so on, will most likely not be able to achieve their personal goals, which in turn will hinder the organization from achieving its goals.

Basically an organization will achieve its goals if it manages to make good use of its human resources. Therefore, human resources, besides needing to be maintained, also need to be assessed for their achievements. so that the costs incurred by the company are balanced with the contribution of resources in the context of achieving company goals.

, organizational culture

## **Literature Review**

### **Leadership Style**

leadership is better owned by someone to influence the activities of a person or group, so that people are willing to work effectively and efficiently in achieving predetermined goals in certain situations. Each leader can have a leadership style that is different from one another and it doesn't have to be a leadership style that is better or less good than other leadership styles. The basis that is often used in classifying existing leadership styles is the tasks that are felt to be carried out by the leader, the obligations that the leader expects to be accepted by subordinates and so on. Meanwhile, according to [7], namely: "Leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others as he sees it". The conception of leadership requirements must always be associated with three important things, To leaders to influence and move subordinates to do something, Authority, Ability[8].

### **Organizational Culture**

A strong organizational culture provides organizational members with a clear understanding of how to get a job done, culture also provides stability to the organization. Organizational culture can be interpreted as an order or system developed to achieve organizational goals, and if it feels good it will be passed down to new members, also a differentiator between one organization and another. An

organization's early culture is an outgrowth of its founder's philosophy. The original culture is either implanted or modified to suit the current environmental situation. Edgar Schein, renowned scholar of Organizational Behavior, notes that embedding a culture involves a learning process. Therefore, members of the organization teach each other about the values, beliefs, expectations, and behaviors that the organization chooses.

### Employee Performance

With increasing employee performance, it will have a positive impact on company productivity, this situation is a company activity that will be increased in order to create an organizational climate that can produce good employee performance. The factors that influence the achievement of employee performance are the ability factor and the motivation factor. This is in accordance with the opinion of [9-12]. Various types of work carried out by employees, of course, require clear criteria, because each type of work has different standards regarding the achievement of the results. More complicated the type of work, then the Standard Operating Procedure (SOP) that is set will be an absolute requirement that must be complied with. There are five indicators to measure employee performance individually, namely [5], : Quality. Quantity, Timeliness., Effectiveness, Independence

### Framework and Hypothesis

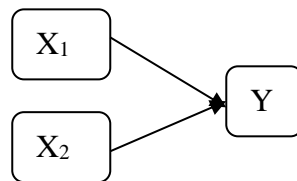


Figure 2. Relationship Flow Framework between Latent Variables

Where:

X<sub>1</sub> = leadership style exogenous variable

X<sub>2</sub> = organizational culture. exogenous variable

Y = employee performance. endogenous variable

### Hypothesis

H1: Leadership style and organizational culture affect employee performance

H2: Leadership style affects employee performance

H3: Organizational Culture affects employee performance

### Research Methodology

This research method is descriptive and descriptive, the research objective, the influence of leadership style and organizational culture on performance, the object of research is Yogya Department Store, unit analysis of Yogya Department Store employees, Yogya xxx, sample collection techniques with census, multiple linear regression hypothesis testing , Ujo T-Table and F- Table, test for good nes fit. 80 sample distribution.

### Research Finding and Argument

#### Multiple Correlation Coefficient Analysis

Table 1

**Correlation coefficient**

| Model | R    | R Square | Adjusted R square | Std. Error of the Estimate | Durbin Watson |
|-------|------|----------|-------------------|----------------------------|---------------|
| 1     | .697 | .486     | .472              | .27772                     | 1.977         |

To find out the extent of the close relationship between leadership style ( $X_1$ ) and organizational culture ( $X_2$ ) on employee performance simultaneously, the authors conducted a test of the close relationship between variables  $X_1$ ,  $X_2$  and  $Y$ , seen in table 4.17 model summary. Table .1. , the result of the calculation of the multiple correlation coefficient (R) is 0.697. This value is between 0.60 – 0.799, which means that the Force leadership ( $X_1$ ) and organizational culture ( $X_2$ ) have a strong relationship with employee performance (Variable  $Y$ ).

**Coefficient of Determination**

The magnitude of the contribution of the leadership style variable ( $X_1$ ) and organizational culture ( $X_2$ ) to employee performance (Variable  $Y$ ) is indicated by the magnitude of the coefficient of determination (which is the result of squaring the correlation coefficient multiplied by 100%) or R Square.

From Table 1. above, it is known that the coefficient of determination is 0.486 or 48.6%, meaning that the variables of leadership style ( $X_1$ ) and organizational culture ( $X_2$ ) have an influence on employee performance (Variable  $Y$ ) of 48.6% and the rest of 51.4% influenced by other factors.

**Hipotesis 1.**

Good-ness Fit, Testing (F Test)

To be able to determine the influence of leadership style and organizational culture on employee performance simultaneously (F test) it is necessary to test the hypothesis where the results can be obtained in the following table:

Table 2

**ANOVA**

| Model 1    | Sum of Square | df | Mean Square | F      | Sig.  |
|------------|---------------|----|-------------|--------|-------|
| Regression | 5.611         | 2  | 2.806       | 36.375 | 0.000 |
| Residual   | 5.939         | 77 | .077        |        |       |
| Total      | 11.550        | 79 |             |        |       |

From table 2. above, it can be seen that the value of Fcount (36.375) > Ftable (3.232) then  $H_0$  is rejected and  $H_1$  is accepted, which means that there is a jointly significant influence of leadership style and organizational culture on employee performance.

**Hipotesis 2.**

Correlation Analysis

Table 3

**Correlation Coefficient Analysis of the Effect of Leadership Style On Employee Performance**

| Model | R    | R Square | Adjusted R square | Std. Error of the Estimate |
|-------|------|----------|-------------------|----------------------------|
| 1     | .614 | .378     | .370              | .30361                     |

Table .3. the result of the calculation of the correlation coefficient (R) is 0.614. This value is between 0.60 – 0.799, which means that leadership style (X1) has a strong relationship with employee performance (Variable Y).

The magnitude of the contribution of the leadership style variable (X1) on employee performance (variable Y) is indicated by the magnitude of the coefficient of determination (which is the result of the square of the correlation coefficient multiplied by 100%) or R Square.

From Table 3. the coefficient of determination above is known that the coefficient of determination (R Square) is 0.378 or 37.8%, meaning that the leadership style variable (X1) has an influence on employee performance (Variable Y) of 37.8% and the rest is 62, 2% is influenced by other factors.

*Table 4*

**Hypothesis Testing the Effect of Leadership Style on Employee Performance**

| Model |            | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|
|       |            | B                           | Std. Error | Beta                      |       |      |
| 1     | (Constant) | 1.797                       | .311       | .614                      | 5.776 | .000 |
|       | GK         | .525                        | .076       |                           | 6.878 | .000 |

Dependent Variable: KK

From Table 4. Above, it can be concluded that the value of count (6.878) table (1.671) means, Ho is rejected. Thus, the leadership style variable (X1) has an effect on the employee performance.

**Correlation Analysis**

*Table 5*

**Correlation Coefficient Analysis of the Effect of Organizational culture On Employee Performance**

| Model | R    | R Square | Adjusted R square | Std. Error of the Estimate |
|-------|------|----------|-------------------|----------------------------|
| 1     | .610 | .373     | .365              | .30487                     |

Table 5, the calculation result of the correlation coefficient (R) is 0.610. This value is between 0.60 – 0.799, which means that organizational culture has a strong relationship with employee performance .

The magnitude of the contribution of the organizational culture to employee performance is indicated by the magnitude of the coefficient of determination (is the result of the square of the correlation coefficient multiplied by 100%) or R Square.

From Table 4. the coefficient of determination above shows that the coefficient of determination (R Square) is 0.373 or 37.3%, meaning that the organizational culture has an influence on employee performance of 37.3% and the rest is 62. 7% is influenced by other factors.

Table 6

**Correlation Coefficient Analysis of the Effect of Organizational culture On Employee Performance**

| Model |            | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|
|       |            | B                           | Std. Error | Beta                      |       |      |
| 1     | (Constant) | 1.000                       | .431       |                           | 2.320 | .023 |
|       | BO         | .736                        | .108       | .610                      | 6.808 | .000 |

a. Dependent Variable: KK

From Table 6. above, it can be concluded that the value of tcount (6.808) > ttable (1.671) meaning, Ho is rejected. Thus, the organizational culture variable has an effect on the employee performance variable

**Conclusion and Suggestion**

**Conclusion**

The leadership style at Yogya Department Store xxx is a coercive leadership style. This is shown based on respondents' responses that all decisions are determined by the highest leadership, the leadership does not accommodate the aspirations of subordinates in providing decisions and ideas and in work, the leader establishes strict supervision and high standards in the work environment

Analysis of respondents' responses to organizational culture is in the good category. This is supported by respondents' responses that employees are encouraged to have the initiative to do work, employees are encouraged to think creatively in doing my work, employees are ready to take risks in doing work, employees are required to complete work appropriately, employees are required to complete work accurately. Simultaneously leadership style and organizational culture have a strong relationship with employee performance.

Leadership style and organizational culture have an influence on employee performance by 48.6% and the remaining 51.4% is influenced by other factors. Simultaneous hypothesis test results that the value of Fcount (36.375) > Ftable (3.232) then H0 is rejected and H1 is accepted, which means that there is a simultaneous influence of leadership style and organizational culture on employee performance

Partially shows that leadership style affects employee performance, as well as organizational culture affects employee performance. Organizations motivate employees to pay more attention to detail in doing work,

**Suggestion**

It is recommended for company leaders that in giving orders their subordinates must feel comfortable, and if the aspirations or criticisms from subordinates to be accepted by the leadership



To improve organizational culture, it is recommended for companies that employees are given full confidence in completing work and for employees should try to improve work effectiveness in order to obtain better work results.

When at work, employees feel sincerely enjoy what they do, employees go home from work work in accordance with the provisions that have been set, and employees try to give morale to their co-workers.

This is supported by respondents' responses that employees participate in planning, implementing, and organizing work programs well, employees complete the assigned work carefully, responsibly and neatly, employees feel responsible for the progress of the organization, employees are able to complete the work assigned by me well.

## References

1. Alfiyah<sup>1</sup>, N. and S. Riyanto, *The Effect of Compensation, Work Environment and Training on Employees' Performance of Politeknik LP3I Jakarta*. Work, 2019. **2**: p. 49.
2. Hadian, D., *The relationship organizational culture and organizational commitment on public service quality; perspective local government in Bandung, Indonesia*. International Review of Management and Marketing, 2017. **7**(1).
3. Auriacombe, C.J. and T. Sithomola, *The use of participatory action research in a participative democracy: In critique of mechanisms for citizen participation*. International Journal of Social Sciences and Humanity Studies, 2020. **12**(1): p. 50-65.
4. Linnenluecke, M.K. and A. Griffiths, *Corporate sustainability and organizational culture*. Journal of world business, 2010. **45**(4): p. 357-366.DOI: <https://doi.org/10.1016/j.jwb.2009.08.006>.
5. Hakim, A., *Contribution of competence teacher (pedagogical, personality, professional competence and social) on the performance of learning*. The International Journal of Engineering and Science, 2015. **4**(2): p. 1-12.
6. Bello, P.O. and J.-L. Johannes, *'ARE THEY TRULY OUR FRIENDS?' A PRELIMINARY EVALUATION OF UNIVERSITY STUDENTS' CONFIDENCE IN THE POLICE*. International Journal of Social Sciences and Humanity Studies, 2020. **12**(1): p. 98-112.
7. Bastari, A., A. Eliyana, and T. Wijayanti, *Effects of transformational leadership styles on job performance with job motivation as mediation: A study in a state-owned enterprise*. Management Science Letters, 2020. **10**(12): p. 2883-2888.DOI: <https://doi.org/10.5267/j.msl.2020.4.019>.
8. Chaya, J., S.A. Azar, and P. Khakhar, *FINANCIAL NON-NEUTRALITY; A LINK BETWEEN INCOME INEQUALITY AND AGGREGATED DEBT CHARACTERISTICS IN THE UNITED-STATES*. International Journal of Social Sciences and Humanity Studies, 2021. **13**(1): p. 29-54.
9. Ganta, V.C., *Motivation in the workplace to improve the employee performance*. International Journal of Engineering Technology, Management and Applied Sciences, 2014. **2**(6): p. 221-230.
10. Alromaihi, M.A., Z.A. Alshomaly, and S. George, *Job satisfaction and employee performance: A theoretical review of the relationship between the two variables*. International Journal of Advanced Research in Management and Social Sciences, 2017. **6**(1): p. 1-20.
11. Arifin, A.H., et al., *The Influence Of Recruitment And Career Development Towards Employee Performance: A Mediating Role Of Competence*. Journal of Talent Development and Excellence, 2020. **12**(1): p. 1040-1055.
12. David, O.O. and W. Grobler, *Age Progression, Social Interventions And Food Insecurity In South Africa: Logistic Regression Analysis*. The International Journal Of Social Sciences And Humanity Studies, 2020. **12**(2): p. 289-305.