

# THE INFLUENCE OF ORGANIZATIONAL CULTURE AND LEADERSHIP ON EMPLOYEE PRODUCTIVITY IN FREIGHT FORWARDING COMPANIES JAKARTA

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## ABSTRACT

*This study aims to explore employee productivity. Good employee productivity is increasing over time. Employee productivity is influenced by many factors, including organizational culture and leadership. Organizational culture and leadership play an important role in an organization. Organizational culture provides guidelines for employees because it will help develop a sense of belonging for employees, can be used to develop personal relationships with the organization. Good leadership and proper organizational culture development, the organization will be able to avoid complex problems, namely the working relationship between leaders and subordinates, so that work productivity can be achieved. This study uses the method of validity test analysis, reliability test, multiple linear regression and hypothesis testing with t-test and F-test. The population in the study were employees where APP Polytechnic students did industrial work practices at freight forwarder companies with 60 respondents. The results of this study are that organizational culture variables have a positive and significant effect on employee productivity, leadership variables have a positive and significant effect on employee productivity. Together, organizational culture variables and leadership variables also have a positive and significant effect.*

**Keywords:** *organizational culture, leadership, employee productivity*

## INTRODUCTION

Human Resources is one of the most important elements in an organization. Therefore, every organization really needs to manage and pay attention to the Human Resources (HR) it has properly. In order for the organization to achieve the expected goals, it requires good quality employee productivity. If the quality of the employees is good, then the productivity produced in the organization will definitely be good too. Human Resource Management in an organization is realized in a management that is able to manage performance to be more effective and efficient. An organization that moves dynamically can encourage the Human Resources it has to have the productivity expected by the organization.

Employee productivity results are influenced by the organizational culture in the institution, how the leadership is implemented by the leaders of the organization. In addition to leadership, there are also other factors such as facilities and infrastructure owned by the organization. All facilities provided can provide a sense of satisfaction or not to employees in the organization. These factors directly affect employee productivity. If these factors are bad or less good, of course the productivity of Human Resources in the organization is not good either. The opposite will also happen, if these factors are good, it will have a positive effect on employee

productivity so that organizational performance will also be good.

Nur, Nurmayanti, & Tatminingsih (2020), initiated that organizational culture has an influence on employee performance. This is because the organization is brave in making decisions in work even though it is risky. A general description of this can be seen when an employee makes a mistake that is not intentional and the mistake has an impact on the employee who must accept sanctions for the mistake, both administratively and morally.

Organizational culture provides guidelines for employees because it will help develop a sense of belonging for employees, can be used to develop personal relationships with the organization, help stabilize the organization as a social system, and provide behavioral guidelines as a result of established behavioral norms. In a large organization, leadership and organizational culture are needed that can always support the creation of improvements, motivation, control and direction of its members. With good leadership management and proper organizational culture development, the organization will be able to avoid complex problems, namely the working relationship between leaders and subordinates, so that work productivity can be achieved.

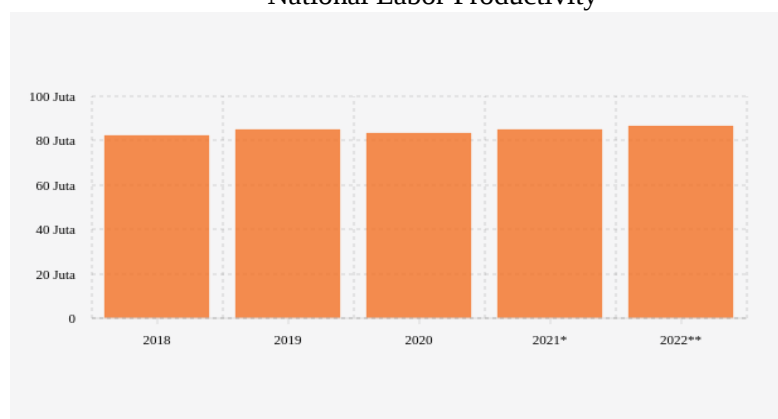
Junaidi and Susanti (2018), initiated that leadership style has an influence on employee

performance. The provision of job promotions to employees is in accordance with applicable guidelines. Employees who receive job promotions are considered lucky because they are based on the approach between leaders, not based on employee work performance.

Employee skills improvement, organizational culture improvement, and company performance evaluation. Work productivity is the ability of individuals or groups of people to produce goods and services within a specified time or according to plan. This ability can mean physical ability or skill.

Work productivity is the ability of an individual or group of people to produce goods and services within a specified time or according to plan. This ability can mean physical ability or skills. Increasing employee productivity in a company can be seen and determined through employee performance results, as conveyed by Karsono in Ekhsan et al., (2020). Performance itself is the result of employee work in terms of quality and quantity, which is obtained from employees who complete tasks responsibly and carefully. Increasing productivity in Indonesia can be illustrated in the graph below :

Graph 1  
National Labor Productivity



Source: Katadata 2022

The Ministry of Manpower calculates national labor productivity using the formula of gross domestic product (GDP) divided by the number of employed population. As a result, in 2018 Indonesia's productivity figure reached IDR 82.56 million per worker per year. The following year the productivity figure increased, but in 2020 it fell along with the Covid-19 pandemic. In 2021, productivity began to rise again, reaching IDR 86.55 million per worker per year in 2022, the highest record in the last five years. If calculated cumulatively, during the 2018-2022 period, Indonesia's labor productivity has increased by 4.8%. According to the analysis of the data journalism team *Katadata*, if broken down by sector, Indonesian workers can be more productive than neighboring countries.

Based on graph 1, it can be described that the level of work productivity in Indonesia has increased significantly. This national phenomenon has a very important impact on the Indonesian economy. Productivity can be interpreted as the ability of a series of economic resources to produce something or as a comparison between sacrifice or input with the results or output obtained (Panjaitan, Maludin, 2017). Therefore, it is important for

human resources to achieve the productivity needed in the organization through the skills, behaviors, and attitudes they have. The element of novelty in this study is the difference in the use of research theory. This study on the Organizational Culture variable measures the level of agreement with statements about organizational values, norms, and behavior : a) Mission orientation, b) Values together, c) Norms and behavior d) Rituals and symbols.

In the leadership variable, the author will measure employee perceptions of their leader's style and behavior, such as:

- Leadership style (e.g., transformational, transactional)
  - Leadership behaviors (e.g., empowerment, support)
  - Leader characteristics (e.g., charisma, vision)
- Employee Productivity: Quantitative metrics that measure employee output and quality of work, or self-report surveys that measure perceived levels of productivity.
- Quantitative output (e.g., number of units produced)
  - Qualitative output (e.g., quality of work)
  - Innovation

## d) Job satisfaction

Based on the reasons above, the researcher is interested in conducting more in-depth research on organizational culture, leadership and employee productivity by taking the research title **THE INFLUENCE OF ORGANIZATIONAL CULTURE AND LEADERSHIP ON EMPLOYEE PRODUCTIVITY IN FREIGHT FORWARDING COMPANIES JAKARTA.**

**Problem Formulation and Problem Limitations**

Based on the background above, the formulation of the problem in this research that we wish to study in more depth is:

1. How does organizational culture influence employee productivity?
2. How does leadership affect employee productivity?
3. How do organizational culture and leadership influence employee productivity?

**Scope of problem**

In order not to deviate from the problems identified above and to achieve the expected targets, it is necessary to limit the problem. In this study, the researcher will focus more on the discussion of, "The influence of organizational culture and leadership on employee performance".

**Research purposes**

Based on the problem identification, problem limitations, and problem formulation above, this research has the following objectives:

1. To determine the influence of organizational culture on employee productivity.
2. To determine the influence of leadership on employee productivity.
3. To determine the influence of organizational culture and leadership on employee productivity.

**LITERATURE REVIEW****Organizational culture**

Organizational Culture According to Sopyan (2018), organizational culture can be understood as a shared perception adopted by members of the organization as a system that regulates values within the organization. This has an influence on members of the organization both in terms of work and attitude, so that it becomes a characteristic and distinguishes the organization from others. Astuti (2019) organizational culture has two different attributes, namely intensity and integrity. Intensity reflects the limits or level of acceptance of norms, values, or other cultures that exist in an organization or company. Meanwhile, integrity refers to the limits, stages, or consistency when units or employees participate in creating a

common culture. Andini et al., (2019)) explain that organizational culture (corporate culture) is a rule of play in a company that serves as a guide for human resources in carrying out the obligations and values expected in behavior in the company.

The results of the study by (Samuel et al., 2020) showed that organizational culture has a positive and significant influence on employee work productivity, in line with the findings of (Rahmi & Mulyadi, 2018) which showed a positive and significant influence of organizational culture on employee work productivity in Iran. However, the results of the study by (Krisnaldy et al., 2019) showed a negative and insignificant influence of organizational culture on the work productivity of administrative employees.

**Leadership**

Leadership style according to Keith Davis and Jhon W. Newstrom (2013:273), leadership style is the overall pattern of leader actions, as perceived by his employees, leadership style represents the philosophy, skills, and traits of leaders in politics. Meanwhile, according to Miftah Thoha (2015:49) stated that leadership style is a behavioral norm used by someone when the person tries to influence the behavior of others or subordinates. According to Bambang (2010:29), leadership is an effort or activity carried out by a person in interpersonal relationships to influence others and is directed through a communication process with the aim that the other person (maybe a person or group of people) wants to do something in an effort to achieve what is desired for the person who influences or by all of them. Bambang also defines leadership as a personal ability that is able to encourage or invite others to do something based on acceptance/receipt by his group and has the right specialty for a particular situation. Another definition of leadership is the ability to influence a group towards achieving goals (Bambang, 2010). Based on this description, it can be concluded that leadership is a process of influencing, encouraging and inviting others to do something in order to achieve goals. According to Keith Davis and Jhon W. Newstrom (2000:274) there are 3 types of leadership styles, namely: Autocratic leadership style, Participatory leadership style, Free-control leadership style. Leadership Style Indicators Leadership style will be created if it has indicators that influence leadership style, according to Kartini Kartono (2013:34) stated that leadership style indicators are Nature, Habits, Temperament, Character, and Personality. The above can be described as follows: Nature, Habits, Temperament, Character, Personality.

### Employee Productivity

Employee Productivity In a company usually has a concept that is usually called employee productivity, because this is something that must be considered and can be the main evaluation in the movement of a company. Where individual productivity can be assessed through what the individual does in completing a job. A potential can be a perception and creativity for the environment and its surroundings for people who want to always be productive in using their abilities Sedarmayanti (2009). So the definition of productivity is an attitude that is possessed by every individual or employee with the motto today is better than yesterday.

Therefore, it is the same if employee productivity is low, it will affect the entire company line and will affect the target to be achieved. From these definitions, it shows that work productivity is a mental attitude that always has the view that the quality of life today must be better than yesterday and tomorrow must be better than today. If employee work productivity is high, then employees are able to show the same number of results with a greater amount of input producing a greater amount with the amount of input. On the other hand, if employee productivity is low, then employees will not be able to produce the same results or production and will not be able to meet the targets set by the company.

The rise and fall of employee work productivity volume levels can also be influenced by several factors (Nitisemito, 2002:173), including:

- a. Leadership
- b. Compensation
- c. Work supervision
- d. Work environment
- e. Education and training
- f. Work discipline
- g. Work facilities
- h. Work absence
- i. Workload
- j. Employee turnover rate.
- k. Selection process.

### Previous Research

There are several previous studies that can be used as references in this research, including:

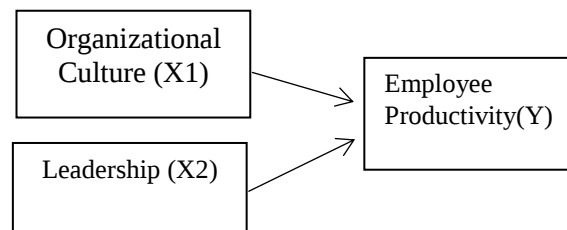
1. Mulyani, et al (2021) who conducted research on "The influence of organizational culture on employee productivity at PT Berkas Anugrah Sejahtera in Samarinda" stated that organizational culture has an effect on employee productivity with a value of 0.00; smaller than the significance value.

2. Ramlah P., et al (2023) conducted research entitled "The Influence of Organizational Culture on Employee Work Productivity Through Organizational Commitment as a Mediating Variable", stating Job satisfaction acts as a mediator between the relationship between organizational culture and employee productivity. A positive organizational culture can increase job satisfaction, which in turn has a positive impact on employee productivity.
3. Richard K., (2020), conducted a study on "Leadership Style, Organizational Culture and Innovation: Their Influence on Employee Performance" with the results that leadership style and organizational culture have a significant influence on employee performance but this is not the case with innovation.
4. Asih A., (2019) conducted a study "The Influence of Organizational Culture, Organizational Commitment and Leadership Style on Employee Performance". The results of the study Organizational Culture is the most dominant factor on Employee Performance; (3) Organizational Commitment and Leadership Style have a significant influence on Employee Performance. The results of Employee Performance are 1.419. If X1, X2 and X3 are considered zero, it will affect employee performance by 1.419 on a Likert scale of 1-5, including the very bad category.
5. Lili I., et al. (2023) conducted a study "The Influence of Organizational Culture and Leadership Style on Work Productivity in Local Government" with the results that leadership style and organizational culture have a significant positive effect on employee work productivity in the administration and accounting of income and expenditure realization.

### Framework

According to Alexander (2008) The conceptual framework is the research variables, regarding how the theories relate to the research variables to be studied, namely the independent variables and the dependent variables.

The conceptual framework states the variables to be studied, namely: organizational culture and leadership variables which are independent variables and employee productivity which is the dependent variable. The framework for this research is as shown in the following figure:

Figure 2.1  
Framework

Source: Processed Data

**Hypothesis**

Sugiyono (2013) stated that a hypothesis is a temporary answer to the formulation of a research problem, where the formulation of the research problem has been stated in the form of a question sentence. It is said to be temporary because the answer sentence given is only based on relevant theory. It has not been based on empirical facts obtained through data collection.

So the hypothesis can also be stated as a theoretical answer to the formulation of the research problem, not an empirical answer with data collection. Based on the formulation of the problem and the conceptual framework that has been stated above, the temporary hypothesis in this study is as follows:

1. Organizational culture has a positive and significant partial effect on employee productivity.
2. Leadership has a positive and significant partial influence on employee productivity.
3. Organizational culture and leadership simultaneously have a significant influence on employee productivity.

**RESEARCH METHODS****Location and Time of research****Research Location**

The location of the research was in several companies that collaborate with the APP Jakarta Polytechnic, especially companies where APP Polytechnic students carry out industrial practice.

**Research time**

The research will be conducted from March 2024 to October 2024.

**Method of collecting data**

Data is information that does not yet have meaning for the recipient and still requires some processing. Data functions as a source material for compiling an opinion or information that can be used as a study material for analysis or conclusions. In an analysis process, data collection or retrieval is an important main component, therefore in compiling research data collection is carried out in the following manner.

1. Primary data

Primary data is data collected by an individual or an organization directly from the object being analyzed and for the purposes of the study in question can be in the form of interviews and observations.

2. Secondary data

Data obtained in a finished form. It has been collected and processed by other parties, for example, literature studies, printed media (books, journals, mass media).

**Population and Sample****Population**

Population is a combination of several elements in the form of events, things or people who have similar characteristics which are the focus of a researcher's attention and therefore are seen as a research universe, according to Ferdinand (2006), The population of this study were employees of the company where APP Polytechnic students carried out industrial practice, and the questionnaire was filled out online.

**Sample**

A sample is a part of the number and characteristics possessed by the population according to Sugiyono (2010). The sample in this study was 60 employees from several companies where APP Polytechnic students conducted industrial practice.

By using purposive sampling, a method in which the selection of samples meets the criteria determined by the researcher, namely employees who are employees at a freight forwarding company.

**Operational Limits and Operational Variables****Operational Limitations**

To avoid unfocused discussions and resulting in inaccurate targets, the next step the author needs to do is limit the problems discussed to only:

1. The independent variables are Organizational Culture (X1) and Leadership (X2).
2. Dependent Variable, namely Employee Productivity (Y).

### Variable Measurement Scale

The measurement of the research variable indicators uses a Likert scale, namely by compiling questions or statements where each item is given a range score on a Likert scale. The Likert scale is used to measure attitudes, opinions of a person or group about social phenomena.

With the Likert scale, the variables to be

measured are described as variable indicators. Then the indicators are used as a benchmark for compiling instrument items that can be in the form of questions or statements. Sugiyono (2010). Scoring guidelines are as follows:

Likert Scale Instrument

| No. | Question          | Score |
|-----|-------------------|-------|
| 1.  | Strongly agree    | 5     |
| 2.  | Agree             | 4     |
| 3.  | Neutral           | 3     |
| 4.  | Don't agree       | 2     |
| 5.  | Strongly Disagree | 1     |

Source: Sugiyono (2010)

### Data Analysis Methods

#### Validity Analysis

Validity test is a measure that shows the extent of the validity of a research instrument. The requirement for a measuring instrument to be said to be valid is if the correlation coefficient between the item score and the total variable score is greater than the critical value.

In this study, the validity test referred to is the validity test of the questionnaire conducted on each statement item. This aims to test whether each statement item has revealed the factors or indicators to be investigated.

The way to test validity is by correlating item scores with total scores and the correlation technique used in this study is the Carl Pearson "product moment" correlation technique. The significance level used is  $\sigma = 0.05$  with  $r$  table = 0.159.

Data can be said to be valid if  $r$  count is greater than  $r$  table. If there is invalid data or items then the items must be removed.

#### Reliability Test

Reliability test is an index that shows the extent to which a measuring instrument can be trusted or relied upon. A measuring instrument is said to have high reliability if the measuring instrument is stable, in the sense that the measuring instrument is stable and reliable and can be predicted.

To find out how far it can be relied upon or trusted, this study will use the Cronbach Alpha technique. The higher the reliability of a measuring instrument, the more stable the instrument is in measuring symptoms.

Measurement indicators for reliability according to Sekaran (2000), divide several levels of reliability with the following criteria:

1. 0.8 – 1.0 = good reliability

2. 0.6 – 0.799 = reliability is acceptable

3. less than 0.6 = poor reliability

#### Hypothesis Testing

##### Multiple Linear Regression Analysis

This tool is used to determine the influence between independent variables ( $x$ ) on dependent variables ( $y$ ), where the independent variables consist of more than two variables.

The formula used is

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + e$$

Information:

$Y$  = Employee Productivity

$a$  = Constant numbers

$b$  = Regression coefficient

$x_1$  = Organizational Culture Variables

$x_2$  = Leadership Variables

$e$  =

Err

or

t-test (Individual testing)

The t-test is used to determine the effect of each independent variable on the dependent variable, whether it has a significant effect or not. The testing steps are as follows:

- 1). Determine the formulation of the null alternative hypothesis and the alternative hypothesis.

Hey : there is no significant influence partial independent variable against dependent variable.

Ha : There is partially significant influence independent variable on variable dependent.

- 2). Limitation of t count

Ho is rejected and Ha is accepted if the significance is  $< 0.05$ .

Ho is accepted and Ha is rejected if the significance is  $> 0.05$ .

#### F Test

The F test aims to determine the effect of independent variables together on the dependent variable. The basis for making a decision that the regression model is used to predict the effect between hypothesized variables is if  $F > F_{0.05}$ .

The testing steps are as follows:

1). Determine the formulation of the null alternative hypothesis and the alternative hypothesis.

Ho: there is no significant influence together with independent variables on dependent variable.

Ha: there is a significant influence together independent variables on dependent variables.

2). Limitation of t count

Ho is rejected and Ha is accepted if the significance is  $< 0.05$ .

Ho is accepted and Ha is rejected if the significance is  $> 0.05$ .

**Regression Coefficient**

This test is intended to determine how much influence all the existing dependent variables have and the extent of the influence caused by other variables that cannot be explained.

This is indicated by the magnitude of the determinant coefficient which is between 0-1 or  $0 \leq R^2 \leq 1$ . If  $R^2$  approaches 1 then the independent

variable influences the dependent variable perfectly or there is a perfect match (the independent variable used can explain the dependent variable well). However, if  $R^2$  is 0 (zero) it means that the independent variable has no effect on the dependent variable.

## RESEARCH RESULTS AND DISCUSSION

### Data Description

Data collection was carried out by distributing a list of questions (questionnaires) to 100 respondents, but only 60 respondents provided responses, distributed in the form of 20 questions contained in the questionnaire referring to the research variables, namely:

Organizational culture (X1),

Leadership (X2) as the independent variable, and employee productivity (Y) as the dependent variable in this study.

To clarify the characteristics of the respondents in question, a table will be presented regarding the respondent data in this study as follows:

Respondent Characteristics Based on Semester

The classification of respondents based on semester level can be seen in table 4.1 below:

Table 4.1

| Respondent Characteristics Based on Gender |        |        |            |
|--------------------------------------------|--------|--------|------------|
| No                                         | Gender | Amount | Percentage |
| 1                                          | Man    | 20     | 34%        |
| 2                                          | Women  | 40     | 67%        |
|                                            | Amount | 60     | 100%       |

Source: Processed Data, 2024

Respondent Characteristics Based on Age

The classification of respondents based on age level can be seen in table 4.2 below:

Table 4.2

| Respondent Characteristics Based on Age |        |        |            |
|-----------------------------------------|--------|--------|------------|
| No                                      | Age    | Amount | Percentage |
| 1                                       | 20-25  | 47     | 78%        |
| 2                                       | 26-30  | 5      | 8%         |
| 3                                       | 31-35  | 2      | 3%         |
| 4                                       | 36-40  | 3      | 5%         |
| 5                                       | 41-45  | 2      | 3%         |
| 6                                       | 46-50  | 1      | 2%         |
|                                         | Amount | 60     | 100%       |

Source: Processed Data, 2024

### Validity and Reliability Test

Test the validity and reliability of the instrument in this study using the SPSS program version 27, statistics for windows. Respondents in this study were 60 people.

### Validity Test

The results of the validity test in this study are depicted in the following table with the provisions of the Validity Test ( $r_{table} = 0.138$ ):

Table 4.3

| Variables | Question Items | r count | r table | Information |
|-----------|----------------|---------|---------|-------------|
| X1        | BO 1           | 0.343   | 0.250   | valid       |
|           | BO 2           | 0.414   | 0.250   | valid       |
|           | BO 3           | 0.602   | 0.250   | valid       |
|           | BO 4           | 0.414   | 0.250   | valid       |
|           | BO 5           | 0.484   | 0.250   | valid       |
|           | BO 6           | 0.371   | 0.250   | valid       |
|           | BO 7           | 0.364   | 0.250   | valid       |
|           | BO 8           | 0.396   | 0.250   | valid       |
|           | BO 9           | 0.373   | 0.250   | valid       |
|           | BO 10          | 0.493   | 0.250   | valid       |
| X2        | K 1            | 0.568   | 0.250   | valid       |
|           | K 2            | 0.491   | 0.250   | valid       |
|           | K 3            | 0.546   | 0.250   | valid       |
| Y         | PK 1           | 0.466   | 0.250   | valid       |
|           | PK 2           | 0.296   | 0.250   | valid       |
|           | PK 3           | 0.466   | 0.250   | valid       |
|           | PK 4           | 0.462   | 0.250   | valid       |
|           | PK 5           | 0.584   | 0.250   | valid       |
|           | PK 6           | 0.406   | 0.250   | valid       |
|           | PK 7           | 0.424   | 0.250   | valid       |

Validity TestSource: Processed Data  
(SPSS 27 Output), 2024

From the calculation above, all question items on variables X1, X2, and Y are valid because the calculated r is greater than the r-table of (r-table = 0.138). This means that all items in the

questionnaire questions can be used for further testing.

Reliability Test

Table 4.4  
Reliability Test

| Variables | Cronbach's Alpha | Information |
|-----------|------------------|-------------|
| X1        | 0.763            | Reliable    |
| X2        | 0.714            | Reliable    |
| Y         | 0.729            | Reliable    |

Source: Processed Data (SPSS 27 Output), 2024

From the table above, all variables have values Cronbach's Alpha is greater than 0.7 which indicates that all research variables are reliable, so that in the future each item in each variable is suitable for use as a measuring tool.

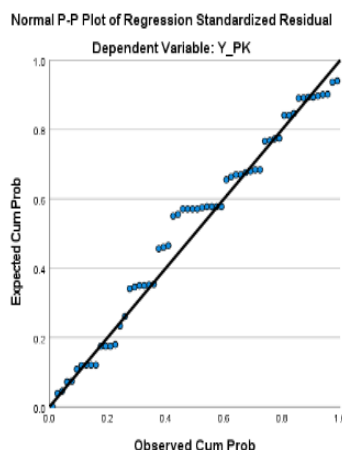
Classical Assumption Test

Normality Test

The normality test in this study uses the normal probability plot test. The results that have been processed by the researcher are as follows:

Figure 4.1

Normal Probability Plot Test Results



Source: Processed Data (SPSS 27 Output), 2024

Based on Figure 4.1, it shows that From the Normal P-Plot of Regression Standardized Residual graph in the graph above, it can be seen that the data is spread diagonally and follows the diagonal direction. So it can be concluded that the normality test shows that the regression model of the influence of organizational culture and leadership on employee productivity shows that the data is normally distributed and meets the normality assumption.

Multicollinearity Test

To find out and detect the presence or absence of multicollinearity between variables, it is necessary to test the symptoms of multicollinearity by looking at the tolerance value and the VIF (Variance Inflation Factor) value. If the tolerance value is greater than zero point one (Tolerance value > 0.10) or the VIF value is less than ten (VIF < 10.00) then it can be concluded that the regression used does not have multicollinearity. To see the presence or absence of multicollinearity, the following tests have been carried out:

Table 4.5  
Multicollinearity Test

| Model |            | Collinearity Statistics |       |
|-------|------------|-------------------------|-------|
|       |            | Tolerance               | VIF   |
| 1     | (Constant) |                         |       |
|       | X1_BO      | 0.315                   | 3.174 |
|       | X2_K       | 0.315                   | 3.174 |

Source: Processed Data (SPSS 27 Output), 2024

From the table above, the multicollinearity test can be seen as follows:

a) The organizational culture variable has a tolerance value of  $0.315 > 0.10$  and a VIF value of  $3.174 < 10.00$

b) The leadership variable has a tolerance value of  $0.315 > 0.10$  and a VIF value of  $3.174 < 10.00$

The data above shows that all organizational culture and leadership variables have a tolerance value greater than 0.10 and a VIF

value less than 10. So it can be concluded that there is no multicollinearity among the

independent variables.

#### Multiple Regression Hypothesis Testing

| Coefficients <sup>a</sup> |                             |                           |      |       |      |
|---------------------------|-----------------------------|---------------------------|------|-------|------|
| Model                     | Unstandardized Coefficients | Standardized Coefficients | t    | Sig.  |      |
|                           | B                           | Std. Error                | Beta |       |      |
| 1 (Constant)              | 3.170                       | 2,200                     |      | 1,441 | .155 |
| X1_BO                     | .480                        | .091                      | .610 | 5.279 | .000 |
| X2_K                      | .489                        | .190                      | .298 | 2,579 | .013 |

The results of the multiple regression test can be seen, with this the multiple regression equation appears as follows:

$$Y = 3.170 + 0.480X_1 + 0.489X_2 + e$$

From each independent variable, it can be interpreted into employee productivity as follows:

1) The constant value of 3.170 means that if all organizational culture and leadership variables approach zero (0), then the value of the employee productivity variable is around 3.170.

2) The value of the organizational culture variable has a positive multiple regression of 0.480. This means that if all independent variables remain constant and the level of organizational culture increases by one, the employee productivity variable will increase by 0.480.

3) The leadership variable value has a positive multiple regression of 0.489. This means that if all independent variables remain constant and the leadership level increases by one, the employee productivity variable will increase by 0.489.

t-test

From the table above, we can partially conclude the following:

a. The influence of organizational culture on employee productivity

To find out whether or not there is an influence between organizational culture and employee productivity, it is necessary to conduct a hypothesis test. The basis for decision making is as follows:

H0 = There is no influence between organizational culture and employee productivity

H1 = There is an influence between organizational culture and employee productivity

Based on the table above, the t-test results can be seen as follows:

a) The level of significance is  $0.000 < 0.05$ , so H1 is accepted, so there is a significant influence.

b) where it can be seen that the regression coefficient is positive (0.480).

Based on these results, it can be concluded that there is a significant influence between the variables of organizational culture level on employee productivity and has a positive direction of influence. With this, it can be concluded that if organizational culture increases, employee productivity will also increase.

b. The influence of leadership on employee productivity

To find out whether there is an influence or not between leadership and employee productivity, it is necessary to conduct a hypothesis test. The basis for decision making is as follows:

H0 = There is no influence between leadership and employee productivity

H1 = There is an influence between leadership and employee productivity

Based on the table above, the t-test results can be seen as follows:

c) The level of significance is  $0.013 < 0.05$ , so H1 is accepted, so there is a significant influence.

d) where it can be seen that the regression coefficient is positive (0.489).

Based on these results, it can be concluded that there is a significant influence between the leadership level variable on employee productivity and has a positive direction of influence. With this, it can be concluded that if leadership increases, employee productivity will also increase.

F Test

**ANOVA**

| Model        | Sum of Squares | df | Mean Square | F      | Sig.  |
|--------------|----------------|----|-------------|--------|-------|
| 1 Regression | 590,351        |    | 295,176     | 90,539 | .000b |
| Residual     | 185,832        |    | 3.260       |        |       |
| Total        | 776,183        |    |             |        |       |

a. Dependent Variable: Y\_PK

b. Predictors: (Constant), X2\_K, X1\_BO

From the table above, it can be seen that the significance value is 0.000. Based on the results obtained, the comparison between the significance value and  $\alpha$  is the significance value (0.000)

< $\alpha$ (0.05).

Overall, it can be concluded that there is a significant simultaneous influence between organizational culture and leadership on employee productivity.

**Coefficient of Determination****Model Summary**

| Model | R     | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------|----------|-------------------|----------------------------|---------------|
| 1     | .872a | .761     | .752              | 1.80561                    | 2,352         |

a. Predictors: (Constant), X2\_K, X1\_BO

b. Dependent Variable: Y\_PK

From the table above, it can be seen that the adjusted R Square in this study is 0.752. This shows that 75.2% means that employee productivity is explained by organizational culture and leadership. While the remaining 24.8% is explained by other factors not examined in this study.

**Discussion**

Based on the analysis of primary data processing results sourced from distributing questionnaires to respondents, the author will discuss the research results in accordance with the theory that the author has proposed. This discussion is the answer to the problem so that it can be known whether or not there is an influence between the independent variables, namely organizational culture and leadership variables on the dependent variable, namely, with the modeling results obtained from the t-test results, namely:

$$Y = 3.170 + 0.480X_1 + 0.489X_2 + e$$

Organizational culture variables are important factors for companies, where organizational culture has an important role in increasing employee productivity. From the test results, it can be seen that the organizational culture variable has a regression coefficient value of 0.480 which is positive and has a t-count value of 5.279, which means that the organizational culture variable has a positive and significant

influence on employee productivity.

The leadership variable has a regression coefficient value of 0.489 which is positive and has a t-count value of 2.579, meaning that the leadership variable has a positive and significant influence on employee productivity.

Based on the simultaneous test calculation (f-test) of the organizational culture and leadership variables on the dependent variable, namely employee productivity, together have an influence of 75.2% and the remaining 24.8% is influenced by other factors not discussed in this study.

**CONCLUSION AND SUGGESTIONS****Conclusion**

Based on the results of the data analysis that has been carried out and the discussion described in chapter IV regarding the influence of organizational culture and leadership on employee performance, the following conclusions can be drawn:

1. Based on the results of the data analysis, it shows that the organizational culture variable has a positive and significant influence on employee performance.
2. Based on the results of the data analysis, it shows that the leadership variable has a positive and significant influence on employee performance.
3. Based on the results of the data analysis, it shows that the variables of organizational

culture and leadership together (simultaneously) have a positive and significant influence on employee performance.

### Suggestion

Based on the research results that have been explained previously, the researcher's suggestions regarding laptop purchasing decisions are:

#### 1. For the boss

A superior must provide a positive influence on his subordinates and also how the attitude given in leadership so that employees are more enthusiastic in working.

a. A good employee is one who has high integrity towards the workplace and is also accompanied by a high contribution so that performance is maintained well.

#### 2. For researchers

For research with related titles, it is hoped that further researchers can use other variables that can also influence employee performance variables in order to increase the accuracy of research conducted in the future.

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