

The Influence of Paternalistic Leadership Style, Organizational Culture and Working Discipline on Employee Performance PT. Heritage Intan Pratama 2019

Dadang Baetullah

Faculty of Business Administration, Respati University of Indonesia
dadang.erdanegara@gmail.com

ABSTRACT

This research was conducted at PT. Intan Pusaka Pratama, aims: 1) To test and analyze whether there is influence between paternalistic leadership style on employee performance. 2) To test and analyze whether there is influence between organizational culture on employee performance. 3). To test and analyze whether there is influence of work discipline on employee performance. 4) To test and analyze whether there is influence of paternalistic leadership style, organizational culture and work discipline together on employee performance. The type of research used is a quantitative method with data analysis methods by testing two variables, namely the independent variable in the dependent variable, using a questionnaire as a tool for data collection. The samples taken were employees of PT. Intan Pusaka Pratama with a total population of 105 people and a total sample of 51 people. To determine the number of samples with the Slovin formula with an allowance percentage of 10%. From the results of the analysis, paternalistic organizational culture has an effect on employee performance by 7.6%, organizational culture has an effect on employee performance by 22.2, work discipline has an effect on employee performance by 21.1%, while jointly paternalistic leadership style, organizational culture, and work discipline has an effect of s of 28.1%.

Keywords: Leadership, Organization, Work Discipline, Performance

Background

The problem of human resources in every organization is very influential on the continuity of an organization. The convenience of an employee to work in an organization also affects performance. The leadership style used by a leader in leading an organization, be it a profit organization or a non-profit organization, will greatly influence the wheels of the organization and its development. Leadership is a very important factor in influencing organizational achievement because leadership is the main activity so that organizational goals can be achieved.(Cipta, 2021)

Performance (work achievement) is the result obtained by an organization, whether the organization is profit oriented or non-profit oriented which is produced for a certain period of time. (Gaudeanus, 2019) Assessing performance is the quality of work, punctuality, attendance, and ability to work together.(Riska, 2022)

PT. Intan Pusaka Pratama is a corporate organization that has the goal of making a profit in its activities. This company is engaged in the land transportation industry, namely in the form of a taxi company that has a fleet of around 325 (three hundred twenty five) taxi fleets using Honda Mobilio, Geely MK, Proton

Waja, Proton Pesona, Proton New Saga and Toyota Limo cars.

Problem Formulation and Research Objectives

1. Is there any influence between the paternalistic leadership style on the performance of employees of PT. Primary Diamond Heritage?
2. Is there any influence between organizational culture on the performance of employees of PT. Primary Diamond Heritage?
3. Is there any influence between work discipline on the performance of employees of PT. Primary Heritage Diamond?
4. Is there a significant influence of paternalistic leadership style, organizational culture and joint work discipline on the performance of employees of PT. Primary Heritage Diamond?

Time and Place of Research

The research time took place from April 2019 to the end of June 2019. At the PT. Intan Pusaka Pratama Jalan Raya Siliwangi No. 57 Depok 16431. Researchers observed and read company reports and progress, both company

profiles and company development data and employee data that have a relationship with the object of this research.

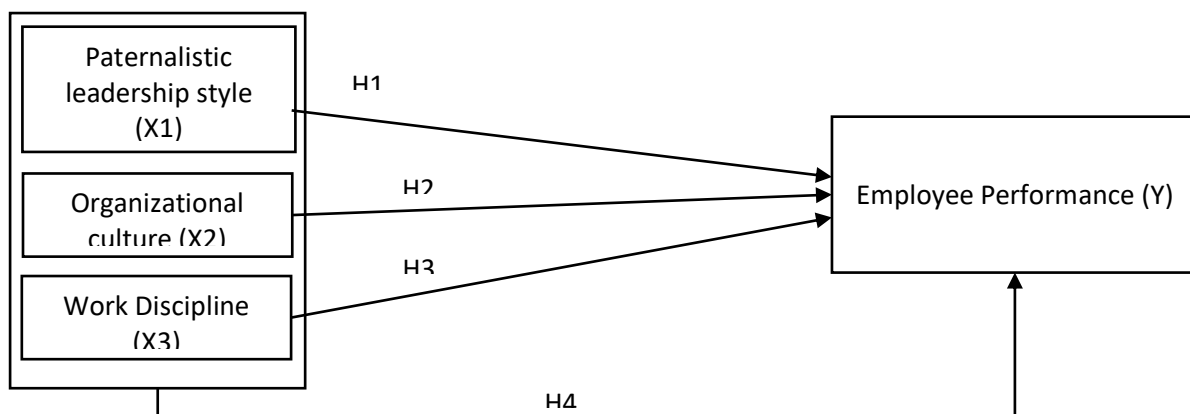
Benefits of research

The results of this study are expected to contribute empirical information about the influence of leadership, organizational culture, through work discipline on employee performance, and it is hoped that the results of this study can provide information about the importance of leadership applied by companies so that it can influence the attitudes and behavioral values of each employee in carry out daily work activities.

Conceptual framework

The conceptual framework is a model that explains the relationship of a theory with known important factors in a problem. The relationship between the independent (independent) variables and the dependent (dependent) variables will be linked theoretically through a conceptual framework, these variables can be described as follows:

Figure 1



Operational Definition of Research

The operational definition of research variables is an explanation of each variable used in the study of the indicators that make it up. The operational definition of this research can be seen in the table below which describes the assessment and indicators that will be

developed, both from the independent variables namely leadership style, organizational culture and work discipline as well as the dependent variable namely employee performance.

Variable	Dimensions	Indicator
Leadership Style (X 1)(Firidinata & Mas, 2017)	1. Paternalistic leadership style	1.Procedural 2. Participatory 3. Criticism and Suggestions 4. Care
		5. Harmonious relationship 6. Care on Performance 7. Care about work facilities 8. Appreciate the progress of subordinates 9. Appreciate employee expertise
Organizational Culture (X 2)(Vanjery, 2016)	1. Quality Organizational culture	1. Clear direction 2.Management support 3. Reward system 4. Patterns of communication 5. Tolerance of conflict
	2. Values and Norms in Organizations	1. Cultivated values 2. Rules that are implemented 3. Cultivated reward
	3. Attention to Process	1. Complete tasks according to the target 2.Complete the task correctly 3. Complete the task carefully

	4. Result orientation	1. Management decisions in determining success
Work Discipline (X 3) (Hasibuan 2012 in(Sami'an and Estu Aprilian NW, 2013)	1. Purpose and ability	1. Employees feel challenged by the tasks given 2. Employees feel capable of the tasks assigned
	2. Exemplary leader	1. Leaders are good role models 2. Leaders provide good supervision
	3.Return Services	1. Employees are satisfied with the compensation received 2. Employees feel happy working

	4. Justice	1. Employees receive fair treatment from the leadership 2. The punishment imposed by the leader is in accordance with the mistake
	5. Waskat	1. Leaders provide good direction 2. Leadership provides balanced oversight
	6. Punishment	1. The sanctions given are educational 2. Sanctions given as employee motivation
	7. Firmness	1. Leaders provide firm action for rule violators 2. Employees who violate will be subject to sanctions
	8. Human relations	1. There is a good relationship between superiors and subordinates 2. There is a good relationship between employees
Performance (Y)(Setyawan, 2018)	1.Personal factors	1. Skill level of employees 2. The level of competency possessed 3. Level of motivation and personal commitment

	2. Leadership Factor	1. Encouragement and stimulation of the leadership 2. Guidance and leadership support
	3. Team Factor	1. Quality of peer support
	4. System Factor	1. Facilities provided by the company
	5. Situational Factors	1. Adjustments to the external environment that provide further impetus 2. Internal adjustments due to policy changes that are not detrimental to employees

Research Hypothesis

With reference to the description above, the formulation of the hypothesis of this study is as follows:

- H(1). There is an influence between the paternalistic leadership style on the performance of employees of PT. Primary Diamond Heritage?
- H (2). There is an influence between organizational culture on the performance of employees of PT. Primary Diamond Heritage?
- H (3). There is an influence between work discipline on the performance of employees of PT. Primary Heritage Diamond?
- H (4). There is an influence of paternalistic leadership style, organizational culture and work discipline together on the performance of employees of PT. Primary Heritage Diamond.

RESEARCH METHODS

The type of research used in this research is quantitative research. The quantitative research method is a type of research whose specifications are systematic, planned and clearly structured from the start to the creation of the research design. Quantitative research methods, as stated by (Sugiyono, 2015)

Population is a generalization area consisting of: objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn (Sugiyono, 2015). The population in this study are respondents who work at PT. Diamond Heritage Pratama Depok City with a total population of 105 people, and a sample of 51 people according to the slovin formula with a presentation of 10%.

Interviews and questionnaires were used as data collection techniques which were carried out by giving a set of written statements to the respondent to answer. In line with that (Gozali 2013 in Sijib, 2018) The scale that is often used in

preparing questionnaires is the Likert scale, which is a scale that contains five levels of preference for answers with the following

options:

Table 1. Rating Scale

Information	Weight
Strongly agree	Given a score of 5
Agree	Given a score of 4
Neutral	Given a score of 3
Don't agree	Given a score of 2
Strongly disagree	Given a score of 1

RESEARCH RESULT

The research results based on the validity test of the research questionnaire were carried out by looking at the Pearson Product-Moment correlation coefficient of 51 samples. With a total of 51 respondents, the product moment correlation table is = 0.2759.

Test the Validity of Paternalistic Leadership Variables

It was calculated that from 9 questions, all questions proved valid, with $r_{count} > r_{table}$ or (r_{count} between 0.4170 to 0.7340 > 0.2759). Thus, the data is considered objective and valid

Table 2. Paternalistic Leadership Variable Instrument Lattice (X1) after Validation

No	Indicator	Amount	Dropped item	Number of Items is valid
1.	Paternalistic Leadership	9	-	9
	Amount	9	-	9

Test the Validity of Organizational Culture Variables

Calculations show that all question items are valid with $r_{count} > r_{table}$ or (r_{count} between 0.5350 to 0.7530 > 0.2759). Thus, the data is considered objective and valid

Table 3. Organizational Culture Variable Instrument Grid (X2) After Validation

No	Indicator	Amount	Dropped item	Number of Items is valid
----	-----------	--------	--------------	--------------------------

1.	Organizational culture	12	-	12
Amount		12	-	12

Test the Validity of Work Discipline Variables

It was calculated that out of 16 questions, all questions proved valid, with $r_{count} > r_{table}$ or (r_{count} between 0.2920 to 0.6300 > 0.2759). Thus, the data is considered objective and valid.

Table 4. Grid of Work Discipline Variable Instruments (X3) After Validation

No	Indicator	Amount	Dropped item	Number of Items is valid
1.	Work Discipline	16	-	16
Amount		16	-	16

Test the Validity of Employee Performance Variables

It was calculated that from 8 questions, all questions proved valid, with $r_{count} > r_{table}$ or (r_{count} between 0.3660 to 0.6960 > 0.2759).

Table 5. Instrument lattice of Employee Performance Variable (Y) After Validation

No	Indicator	Amountgrain	Dropped item	Number of Items is valid
1.	Employee performance	8	-	8
Amount		8	-	8

Reliability Test

In addition to being declared objective and valid, it is necessary to pay attention to whether the data also meets the reliability (consistent) requirements

of the instruments used to capture the data. The reliability test uses a comparison between r_{count} and r_{kritia} , the data is declared reliable if it is $r_{count} > r_{kritia}$ (**0.70**).

Table 6. Variable Reliability of Paternalistic Leadership Style (X1)

No	grain	Rcount	> <	r _{criteria}	Conclusion
1	9	0.8530	>	0.70	Reliable

Table 7. Organizational Culture Variable Reliability (X2)

No	grain	r _{count}	> <	r _{criteria}	Conclusion
1	12	0.9110	>	0.70	Reliable

Table 8. Work Discipline Variable Reliability (X 3)

No	grain	r _{count}	> <	r _{criteria}	Conclusion
1	16	0.8340	>	0.70	Reliable

Table 9. Employee Performance Variable Reliability (Y)

No	grain	R _{count}	> <	r _{criteria}	Conclusion
1	8	0.823	>	0.70	Reliable

Normality Test

The standard error of skewness is 0.333 while the standard error of kurtosis is 0.656, so the

normality test results are considered normal, see the table below

Table 10. Normality of Research Data

Variable	Skewness Ratio	Kurtosis Ratio	Conclusion
Paternalistic Leadership Style (X1)	1,182	-0.596	normal
Organizational Culture (X2)	0.360	-0.694	normal
Work Discipline (X3)			
Employee Performance (Y)	0.247	-1,786	normal

Source: Data Processed 2019

Instrument Homogeneity Test

Homogeneity test was carried out using the Levene Test. If the significance is > 0.05, the research data is homogeneous. Based on the

table below, it can be explained that all instruments are declared homogeneous so that the research can be continued.

Table 11. Research Data Homogeneity

	Y – X1	Y – X2	Y – X3
Significance Figure	0.253	0.895	0.058

Source: Data Processed 2019

Characteristics of Respondents

Table 12. Characteristics of Respondents in terms of Gender

		Gender			
		frequency	percent	Valid Percent	Cumulative Percent
Valid	Man	41	80.4	80.4	80.4
	Woman	10	19.6	19.6	100.0
	Total	51	100.0	100.0	

Source: Data processed in 2019

Table 13. Characteristics of Respondents in terms of Age

Age	frequency	percent	Valid Percent	Cumulative Percent
Valid 20 - 30 Years	16	31.4	31.4	31.4
31 - 40 Years	5	9.8	9.8	41.2
41 - 45 Years	6	11.8	11.8	52.9
> 46 Years	24	47.1	47.1	100.0
Total	51	100.0	100.0	

Source: Data processed in 2019

Table 14. Characteristics of Respondents in terms of Education Level

		Last education			
		frequency	percent	Valid Percent	Cumulative Percent
Valid	SMA/Equivalent	30	58.8	58.8	58.8

Diploma	13	25.5	25.5	84.3
S1	8	15.7	15.7	100.0
Total	51	100.0	100.0	

Source: Data processed in 2019

Table 15. Characteristics of Respondents seen from Service Period

Long Working Time at PT. Primary Diamond Heritage

	frequency	percent	Valid Percent	Cumulative Percent
Valid < 2 years	6	11.8	11.8	11.8
25 years	15	29.4	29.4	41.2
5 - 8 Years	8	15.7	15.7	56.9
> 8 Years	22	43.1	43.1	100.0
Total	51	100.0	100.0	

Source: Data processed in 2019

Table 16. Characteristics of Respondents in terms of Income

Income

	frequency	percent	Valid Percent	Cumulative Percent
Valid Rp. 3,500,000 - Rp. 4,500,000	1	2.0	2.0	2.0
Rp. 4,600,000 - Rp. 5,000,000	23	45.1	45.1	47.1
> Rp. 5,000,000	27	52.9	52.9	100.0
Total	51	100.0	100.0	

DISCUSSION OF RESEARCH RESULTS

Table 17. Coefficient of Determination of Paternalistic Leadership Style (X1) on Employee Performance

(Y)

Summary models

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	,275a	.076	,057	2,560

The coefficient of determination means that 7.6% of Employee Performance is determined by the Paternalistic Leadership Style variable, while the other 92.4% is determined by other factors

Table 18. Coefficient of Determination of Organizational Culture (X2) on Employee Performance (Y)
Measures of Association

	R	R Square d	Eta	Eta Square d
Organizational Culture * Employee Performance	,471	,222	,686	,471

The correlation between Organizational Culture variable (X2) and Employee Performance variable (Y) is 0.471. Thus the coefficient of determination is $r_{y2}^2 = 0.471^2 = 0.222$ or 22.2%, while the remaining 77.8% is determined by other factors

Table 19. Coefficient of Determination of Work Discipline (X3) on Employee Performance (Y)
Measures of Association

	R	R Square d	Eta	Eta Square d
Work Discipline * Employee Performance	,470	,221	,674	,455

The coefficient of determination means that 22.1% of employee performance is determined by the variable Work Discipline, while the remaining 77.9% is determined by other factors.

Table 20. Multiple Correlation of Paternalistic Leadership Style (X1), and Organizational Culture (X2) and Work Discipline (X3) on Employee Performance (Y)

Summary models

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	,530a	,281	,235	2.305

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

The table above shows that the correlation number between Paternalistic Leadership Style (X1), Organizational Culture (X2) and Work Discipline (X3) together with Employee Performance (Y) is $R_{y1.2} = 0.530 = 0.281$ or 28.1%. This figure shows that there is a positive correlation or relationship between Paternalistic Leadership Style (X1), Organizational Culture (X2) and Work Discipline (X3) and Employee Performance (Y) with a moderate level of relationship.

CONCLUSION

1. The magnitude of the influence of Paternalistic Leadership Style on Employee Performance at PT. Pusaka Diamond Pratama has a positive and insignificant effect
2. The magnitude of the influence of Organizational Culture on Employee Performance at PT. Pusaka Intan Pratama has a positive influence with a moderate level of influence
3. The magnitude of the effect of Work Discipline on Employee Performance at PT. Pusaka Intan Pratama has a positive influence with a moderate level of influence.
4. The magnitude of the influence of Paternalistic Leadership Style, Organizational Culture and Work Discipline on Employee Performance at PT. Pusaka Intan Pratama has a positive influence with a moderate level of influence.

SUGGESTION

1. We suggest to the management of PT. Intan Pusaka Pratama to collaborate leadership styles with modern leadership systems and styles.
2. We suggest to the management of PT. Intan Pusaka Pratama to improve and conduct training for all staff on the need for a good organizational culture, in accordance with the principles of good corporate governance or good corporate governance
3. We suggest to the management of PT. Intan Pusaka Pratama to apply rewards and panishman to those who have work discipline and achievement. as much as can improve employee performance significantly.
4. We suggest to the management of PT. Intan Pusaka Pratama collaborates with a modern leadership style, with the principles of good corporate governance, as well as implementing rewards and punishmen so that it can spur and improve employee performance.

BIBLIOGRAPHY

1. Firidinata, AP, & Mas, F. (2017). Paternalistic Leadership Style, Organizational Culture on Employee Performance with Employee Engagement as an Interveting Variable (Study at PT Pos Indonesia Regional VI Semarang), 6, 1–10.
2. Hakim, A. (2009). Dynamics of Human Resource Management in Organizations

- (Conventional Approaches and Islamic Values).
3. Inaray, JC, Nelwan, OS, and, & Lengkong, VPK (2016). The Effect of Leadership and Work Motivation on Employee Performance at PT. Amanah Finance in Manado. *Efficiency Scientific Periodical Journal*, 16(02), 458–470.
 4. Sami'an and Estu Aprilian NW (2013). The Influence of Leadership and Supervision on PT Kereta Api Indonesia (Persero) Employee
 7. Companies in Batam and Karimun). *Journal of Accounting & Management Innovation*, 2(1), 67–89.
 8. Sugiyono. (2015). *Human Resources*, 152. Retrieved from http://elib.unikom.ac.id/files/disk1/714/jbp_tunikompp-gdl-hadikemals-35651-10-unikom_2-i.pdf
 9. Vanjery, DA (2016). The influence of motivation and leadership style on employee performance at the General Bureau of the Secretariat General of the Ministry of Home Affairs. University Prof. DR. Moestopo (Religion) Jakarta, 156.
 10. Zarvedi, R., Yusuf, R., & Mahdani, I. (2016). The Influence of Leadership, Organizational Culture and Competence on Employee Performance and Their Implications for the Performance of the Secretariat of Pidie Jaya Performance at the DAOP IV Semarang Office. *Journal of Social Science Education*, 23(1), 10–14.
 5. Sari, YK (2014). The Effect of Leadership, Motivation and Work Discipline on Employee Performance at Pt. Patra Komala in Dumai. *Tepak Journal of Business Management*, VI(2), 119–127.
 6. Setyawan, A. (2018). Analysis of Factors Affecting Employee Performance (Case Study on Three Offshore Fabrication Regency. *Journal of Darussalam Economic Perspectives*, ISSN : 2502-6976, 2(2), 201–217.
 11. 1. Gaudeanus, Kalistus: Titus Indrajaya, Amri Piguno. 2019. The Effect of Leadership Style and Work Motivation on Employee Performance (Research at PT. Arya Meika Trans Jakarta). *JAM Vol 9 no 2*.
 12. 12. Sulistianingsih, Riska; Rushadiyati. The Effect of Communication, Motivation 2022. and Work Environment on Employee Performance at PT. Sapta Sarana Sejahtera. *JAM vol 12 no 2*
 13. 1. Cipta Nur Hidayat; Nurminingsih,, Mariati Tamba. 2021. Pengaruh Kepemimpinan, Budaya Organisasi Dan Motivasi Terhadap Kinerja Karyawan Dalam Mengembangkan Bisnis Periklanan Pada PT Bangun Selaras. *JAM vol 11 no 2*.