



# Analysing The Influence Of Organaizational Culture, Felt Leadership And Company Compensation On Employee Performance: Astudy Of PT XYZ

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## ABSTRACT

This research aims to analyze the influence of organizational culture, felt leadership and compensation on PT XYZ employee performance in MUBA Regency, South Sumatra. Descriptive research uses a quantitative approach method by measuring organizational culture, felt leadership and compensation for PT XYZ workers. Data collected by distributing questionnaires and designing analysis using the SPSS program. Population of study was 100 people, all of whom were research samples. Research results show regarding worker performance; organizational culture has a negative effect with  $t_{\text{count}} (-3.527) < t_{\text{table}} (0.1984)$ , felt leadership has a positive effect with  $t_{\text{count}} (6.801) > t_{\text{table}} (0.1984)$ , and compensation has a positive effect with  $t_{\text{count}} (3.753) > t_{\text{table}} (0.1984)$ . These three independent variables simultaneously influence worker performance with  $F_{\text{count}} (31.919) > F_{\text{table}} (2.70)$ , with influence size of 59.2%, while remaining 40.8% of worker performance can be explained by other variables not studied, such as work's motivation, discipline, competence and work environment.

## INTRODUCTION

Humans have various desires and needs that will never run out and to fulfil them, humans need to work. Companies must pay attention to aspects such as motivation, competence, work environment, discipline and job satisfaction so that employees can give all their abilities to support the goals of the organization where they work (Alexandro Hutagalung, 2022). Performance is important because it reflects a measure of a manager's success in managing the organization and its human resources (Pusparani, 2021). It is very difficult for industrial circles to obtain qualified and certified workers, so companies have to spend additional costs for training to increase the competence of their workers (Perdana, 2019). Inhibiting factors in recruiting local workers are work abilities and experience that do not meet the requirements set by the company, where certain positions require sufficient skills and

experience, also obstacles where local workers are selective in their jobs, and also the tendency to lack loyalty and ethics.

Management of workers in an organization aims to improve the ability of its members to achieve the organization's vision through work programs and targets that have been decided (Yustini, 2021). Human resource management must be effective so that the competitiveness of workers in the global market can increase and provide great added value in creating competence in the organization (Septiana et al., 2023).

PT XYZ is one of the labor supply contractors who holds a labor contract at one of the KKKS (Oil and Gas Cooperation Contract Contractors) in the MUBA Regency area, South Sumatra. The workers commonly live around the operational area with very standard initial competencies because it is the obligation of the local government for the company to give priority to local MUBA residents. Empowering the local workforce is corporate social responsibility to improve the standard of living of the community around the company in a sustainable manner (Putra, 2021). This causes the workforce received to sometimes not match the competencies required by the company in carrying out company operations.

The implementation of Operational Excellence's organizational culture from 2020 can be felt in the daily work climate where all workers must change to follow the new system. management goes directly to the field to meet, discuss and carry out face to face mentoring at any time and whenever there is an opportunity to visit the field so that their leadership is felt by the workers they visit, and is expected to improve their performance, and line management can determine which workers have learning ability which is fast, and which is slow. Lack of monitoring of workers also affects compensation. Without an objective assessment, company compensation tends to be given as a routine, without looking at the actual performance of each worker.

One of the factors that influences organizational success is work motivation apart from leadership and employee performance (Riwu Kore, Habaora, et al., 2023). When carrying out work, workers often compare the compensation they receive, and lack work enthusiasm to become pioneers in work creativity and innovation (Riwukore, 2022). Many factors can cause fluctuations in employee performance in a company, especially at PT XYZ. From many factors that exist, the author is interested in examining their relationship with Organizational Culture, Felt Leadership and Compensation.

## LITERATURE REVIEW

### Organizational Culture (OC)

Each organization will reveal its characteristics based on its organizational culture (Riwu Kore, Riwu Kore, et al., 2023). Workers within a company cannot be separated from the influence of organizational culture that controls their daily lives (Marnisah et al., 2022). Steers argues that to understand the role of organizational culture, it is necessary to build a general hypothesis model that explains the relationship between a set of key variables (Siregar et al., 2023).

Organizational culture plays a critical role in shaping the identity, behavior and performance of an organization. A person's life will be influenced by the culture in which that person lives (Siregar et al., 2023). Organizational culture is the main image of a company which is very important for every member of the company to maintain (Azizah et al., 2023). Organizational culture depends on the role of the leader in creating the organizational culture (Kurnia et al., 2023).

In research on organizational culture, the research focus includes indicators of company values, norms and ethics, organizational communication, employee's commitment, employee's development, cultural change and organizational welfare and health.

**Felt Leadership (FL)**

A leader must have mature leadership and a high sense of responsibility for his duties (Sahadi et al., 2020). Downton identifies in transformational leadership theory, a leader is an agent of change who must be able to inspire and motivate his workers through a strong vision (Aulia & Amron, 2024). A company or organization can be successful if it has employees who have carried out the obligations given so that they can achieve the goals that have been set (Giyanto & Yustini, 2023). Felt leaders don't just walk the talk, they act (Raso, 2018). They lead activities that demonstrate their values. The role of management is to mobilize other people whose nature and types are varied in many ways (Sampara & Lukman, 2021). In research on felt leadership, the research focus includes indicators of perceived leadership, value congruence, behavioral congruence, relationship quality, leadership impact and emotional influence.

**Company Compensation (CC)**

Ariandi identifies compensation as all the benefits that workers receive as compensation for their work at the company (Yunus et al., 2023). Giving awards in organizations aims to motivate employees to stay in the organization and not decide to leave (Febrianty et al., 2023). Mulyadi identifies the aim of providing compensation from companies to workers is for the welfare of workers, motivating workers, increasing productivity and retaining high performing workers (Handayani, 2018).

In research on compensation, the research focus includes indicators for measuring compensation, measuring employee satisfaction, the influence of appreciation on performance, employee motivation and involvement and value congruence.

**Employee Performance (EP)**

Income will make a worker start to appreciate hard work and will show more loyalty to the company (Handayani, 2018). The size of whether an organization is progressing or not is influenced by employee performance and the behavior of organizational members (Tanjung et al., 2020). In order to achieve the goals of an organization, various kinds of resources are needed, one of which is human resources which are determined by the performance of its employees (Habaora et al., 2021).

Worker performance must always be improved because it affects the company's survival (Lastriani, 2018). Increasing work results is the goal of the organization (Setyaningrum et al., 2022). Performance must be in accordance with the responsibilities set by the organization to produce good results or in accordance with targets (Madjidu et al., 2022).

Work performance of a worker is based on quantity and quality achieved in carrying out his functions in accordance with the responsibilities received (Yustini et al., 2023). Motivation is formed from the worker's attitude in facing work conditions and situations. Wiyono identifies several factors that influence worker performance include: training programs, work motivation, supervision, leadership and compensation systems (Yunus et al., 2023). In conducting research on worker performance, the research focus includes performance measurement indicators, performance indicators, influencing factors and development opportunities.

**Hypotheses Development**

From several previous studies on factors that influence employee performance, several researchers who analysed the influence of organizational culture, leadership and compensation stated that they had an influence on employee performance, some of which were positive and some were negative, either partially or simultaneously. For this, researchers tried to conduct the same research on the workers of PT XYZ in MUBA Regency, South Sumatra. Based on the theoretical basis and some of the results of previous studies, the framework model of this research is described as Figure 1 that summarizes and depicts the hypothesized relationships among OC, FL, CC and EP.

The hypothesis is stated as follows:

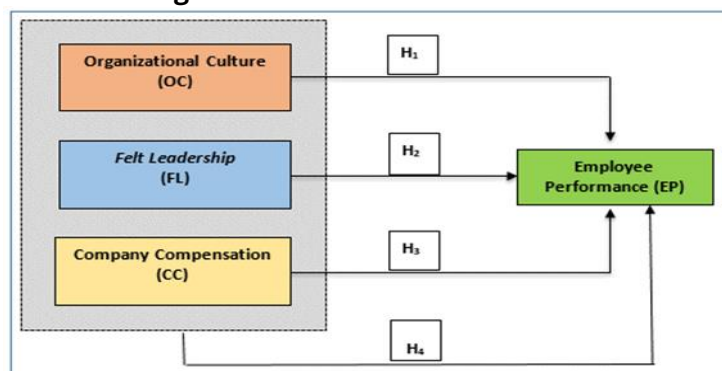
Ho1: OC has no effect on EP, or Ha1: OC influences EP

Ho2: FL has no effect on EP, or Ha2: FL has an effect on EP

Ho3: CC has no effect on EP, or Ha3: CC has an effect on EP

Ho4: OC, FL, CC do not simultaneously influence EP, or Ha4: OC, FL, CC do not simultaneously influence EP

**Figure 1 The research framework**



## METHODS

This study uses a survey research design for data collection and takes a sample of PT XYZ workers who work in the MUBA Regency area. After receiving an official request to conduct research at their company, PT XYZ field management gave permission for the survey. From the 100 workers given, all of them were used as research samples (saturated samples). Data collection was carried out using a structured questionnaire with an estimated completion time of ten minutes.

The questionnaire had two sections: one for bio-data and the other containing questions about the construct under investigation. The administration and collection of questionnaires was carried out between March and April 2024. In the questionnaire which was carried out online via Google Questions form which was assisted in distribution by PT XYZ administration team, the researcher asked participants to read and understand the contents of the questionnaire well. The cover letter includes the purpose and significance of the research, a statement ensuring anonymity of responses, and publication of aggregate data (and not individual data). Researchers were accessible and provided clarification on questions when necessary.

## RESULTS

### Demographic Profiles

The demographic profile of the respondents revealed that females accounted for 2 percent (2), whereas 98 percent (98) were males. The majority of workers are in the age range of 30-45 years (56%) and the majority of their work experience is more than 15 years (58%). This shows that the average previous job acceptance was at a young age. To find out whether the questionnaire used can truly describe the research objectives (valid) and is consistent (reliable), reliability and validation tests are carried out on the measurement instruments that have been prepared. Then a classical assumption test was carried out consisting of a normality test, multicollinearity test, heteroscedasticity test, and autocorrelation test. Next, a regression analysis test was carried out both partially ( $t_{\text{test}}$ ) and simultaneous test ( $F_{\text{test}}$ ) while looking for the coefficient of determination of the research variables. This study uses a 5-point Likert scale, ranging from strongly agree '5' to strongly disagree '1', adopted for the OC, FL, CC and EP scales. Data processing uses the Statistics for Social Sciences (SPSS) 25.0 program.

**Table 1 Demographic Profile Of Respondents**

	Freq	%
<b>Gender</b>		
Male	98	98
Female	2	2
<b>Age</b>		
Below 30 y.o	1	1
30 – 45 y.o	56	56
Above 45 y.o	43	43
<b>Tenure of Employment</b>		
Below 5 years	3	3
5 – 15 years	39	39
Above 15 years	58	58

Source: Data Processed, 2024

### Validity Test

The results of the correlation value ( $r_{\text{count}}$ ) are compared with the Pearson product moment table ( $r_{\text{table}}$ ). Testing using a two-sided test at a significance level of 0.05 and the amount of data ( $n$ ) = 100 or  $df$  = 98, then the  $r_{\text{table}}$  is 0.1966. The results of the validity test of each statement item on the variables of OC, FL, CC and EP are presented in Table 2.

**Table 2 Result Of Validity Test**

11	Variables								Results
	OC		FL		CC		EP		
	item	r <sub>count</sub>	item	r <sub>count</sub>	item	r <sub>count</sub>	item	r <sub>count</sub>	
0.1966	OC <sub>1</sub>	0.749	FL <sub>1</sub>	0.833	CC <sub>1</sub>	0.741	EP <sub>1</sub>	0.719	Valid
0.1966	OC <sub>2</sub>	0.778	FL <sub>2</sub>	0.782	CC <sub>2</sub>	0.775	EP <sub>2</sub>	0.853	Valid
0.1966	OC <sub>3</sub>	0.753	FL <sub>3</sub>	0.883	CC <sub>3</sub>	0.814	EP <sub>3</sub>	0.716	Valid
0.1966	OC <sub>4</sub>	0.769	FL <sub>4</sub>	0.746	CC <sub>4</sub>	0.702	EP <sub>4</sub>	0.778	Valid
0.1966	OC <sub>5</sub>	0.764	FL <sub>5</sub>	0.620	CC <sub>5</sub>	0.703	EP <sub>5</sub>	0.749	Valid
0.1966	OC <sub>6</sub>	0.773	FL <sub>6</sub>	0.743			EP <sub>6</sub>	0.720	Valid
0.1966	OC <sub>7</sub>	0.659							Valid

Source: SPSS 25.0 output processed by researcher, 2024

Based on the results of the validity test, all  $r_{\text{count}} > r_{\text{table}}$  values were produced. It was concluded that all statement items for each research variable showed valid results.

### Reliability Test

Research data will be reliable if it has a reliability coefficient value of at least 0.60. The results of the questionnaire reliability test of the variables of discipline, competence, organizational culture, and performance are presented in Table 3.

**Table 3 Result Of Reability Test**

Variables	Cronbach's Alpha	Criteria	Results
OC	0.917	$\geq 0.60$	Reliable
FL	0.915	$\geq 0.60$	Reliable
CC	0.889	$\geq 0.60$	Reliable
EP	0.907	$\geq 0.60$	Reliable

Source: SPSS 25.0 output processed by researcher, 2024

Based on the results of the reliability test, all Cronbach's Alpha values were  $> 0.60$ . It was concluded that all statement items for each research variable showed reliable results.

### Normality Test

By using the Kolmogorov-Smirnov test, where the decision-making criteria is if the Monte Carlo Sig. (2-tailed) value is  $> 0.05$  then the data is considered normally distributed, and vice versa, if the Monte Carlo Sig. (2-tailed) value is  $< 0.05$  then the distribution is not normal. The results of the normality test are presented in Table 4.

**Table 4 Result Of Normality Test (Kolmogorov -Smirnov Test)**

			Unstandardized Residual
N			100
Monte Carlo	Sig.		<b>0.052</b>
Sig. (2-tailed)	99% Confidence Interval	Lower Bound	0.046
		Upper Bound	0.058

Source: SPSS 25.0 output processed by researcher, 2024

### Multicollinearity Test

Multicollinearity can be identified by looking at the tolerance and variance inflation factor (VIF) values generated by the independent variables. If the tolerance value is  $> 0.10$  and  $VIF < 10$ , it can be interpreted that there is no multicollinearity in the research. But if tolerance is  $< 0.10$  and  $VIF > 10$ , there is a multicollinearity disorder in this study. The results of the multicollinearity test from this study are presented in Table 5.

**Table 5 Results Of Multicollinearity Test**

Variables		Tolerance	VIF	Results
OC		0.199	5.024	No Multicollinearity
FL		0.185	5.419	No Multicollinearity
CC		0.430	2.326	No Multicollinearity

Source: SPSS 25.0 output processed by researcher 2024

Based on the results of the multicollinearity test, it can be concluded that there is no perfect correlation between the independent variables so this regression model does not have multicollinearity problems.

### Heteroscedasticity Test

Good regression model is one that is homoscedastic or does not have heteroscedasticity (Ghozali, 2018). If symptoms of heteroscedasticity occur, it will result in doubt (inaccuracy) in the results of the regression analysis. By using the Spearman's Rho Test, where the decision-making criteria is if Sig. (2-tailed) value is  $> 0.05$  then the data doesn't have heteroscedasticity problem, and vice versa, if Sig. (2-tailed) value is  $< 0.05$  then the data has heteroscedasticity problem. The results of the heteroscedasticity test in this research are shown in Table 6.

**Table 6 Results Of Heteroscedasticity Test (Spearman's Rho)**

Variables	Sig. (2-tailed)	Criteria	Results
OC	0.565	$> 0.05$	No Heteroscedasticity
FL	0.510	$> 0.05$	No Heteroscedasticity
CC	0.922	$> 0.05$	No Heteroscedasticity

Source: SPSS 25.0 output processed by researcher, 2024

### Autocorrelation Test

Autocorrelation test aims to test whether in the linear regression model there is a correlation between confounding errors in period  $t$  and confounding errors in period  $t-1$  (the previous period). If correlation occurs, then the regression model has an autocorrelation problem. A good regression model is a regression that is free from autocorrelation (Ghozali, 2018). The results of the Autocorrelation test in this research are shown in Table 7. Based on the results of the autocorrelation test, show that value of Asymp. Sig. (2-tailed) is  $0.058 > 0.05$ , so it can be concluded that there are no symptoms of autocorrelation.

**Table 7 Results Of Autocorrelation Test (Run Test)**

Run Test		Unstandardized Residual
Asymp. Sign. (2-tailed)		<b>0.058</b>
Monte Carlo Sig. (2-tailed)	Sig.	0.064
	99% Confidence Interval Lower Bound	0.058
	Upper Bound	0.070

Source: SPSS 25.0 output processed by researcher, 2024

### Hypothesis Test

The results of the analysis of multiple linear regression equation model from this research can be seen in Table 8, where the indicators with the highest to lowest influence of FL, CC and one variable have a negative constant, namely OC.

**Table 8 Result Of Regression Test**

Model/ Variabel	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(constant)	0.860	0.135		6.367	0.000
OC	-0.208	0.059	-0.331	-3.527	0.001
FL	0.539	0.079	0.690	6.801	0.000
CC	0.258	0.069	0.324	3.753	0.000

Source : SPSS 25.0 Output processed by researcher 2024

The regression equation model obtained with constant coefficients and variable coefficients in the unstandardized coefficients column B. Based on this table, the regression equation:

$$EP = 0.860 - 0.208.OC + 0.539. FL + 0.258.CC + e$$

To test whether the influence of the independent variable on the dependent variable is significant, an Ftest is carried out as presented in Table 9. The Ftable value based on the F value distribution table for  $N=100$  (2-tailed) obtained a value of 2.70 (Ghozali, 2018).

**Table 9 Influence Of OC, FL, CC To EP**

Variable	Type	F <sub>count</sub>	Sig.
OC	independent	31.919	0.000
FL	independent		
CC	independent		
EP	dependent		

Source:SPSS 25.0 output by researcher 2024



Based on the test, the influence of OC, FL and CC to EP can be explained by a simultaneous relationship. This is because the value of  $F_{count} > F_{table}$  ( $31.919 > 2.70$ ) at Sig.  $p$   $0.000 < 0.05$ . To find the correlation coefficient (R) and determination coefficient ( $R^2$ ) values are shown in table 10

**Table 10 Model Summary**

Model	R	$R^2$	Adjusted $R^2$	Std Error of the Estimate
1	0.769	0.592	0.573	0.18181

*Source: SPSS 25.0 output processed by researcher, 2024*

With the resulting R value of 0.769 which is in the correlation coefficient interval between 0.600 and 0.799, which shows that there is a strong relationship between the variables. And with an  $R^2$  value of 0.594, it shows that the variables OC, FL and CC are able to explain EP variables by 59.2% while the remaining 40.8% is explained by other factors not studied such as work's motivation, discipline, competence and work environment.

## DISCUSSION

The analysis results obtained indicate the influence of OC on EP. From the data obtained,  $t_{count} < t_{table}$  ( $-3.527 < 0.1984$ ), but the significance value is  $0.001 < 0.05$ . The regression coefficient for OC variable is -0.208 with a negative slope, indicating that if OC variable increases, EP variable will experience a reduction (inversely proportional), assuming there is no increase in FL value and CC value. These results show that OC partially has a negative (opposite) and significant influence on EP. These results have the same results as which states that organizational culture has a negative effect on work motivation and employee performance (Sugiyono & Rahajeng, 2020). The main problem is the culture of communication, so the research suggests two-way communication, mutual coordination, a sense of family and clear work instructions so that employees will feel motivated when doing their work.

The analysis results obtained show the influence of FL on EP. From the data obtained,  $t_{count} > t_{table}$  ( $6.801 > 0.1984$ ) and the significance value is  $0.000 < 0.05$ . The regression coefficient for FL variable is 0.539 with a positive slope, indicating that if FL variable increases, EP variable will increase, assuming there is no increase in OC values and CC values. These results show that FL partially has a positive and significant influence on EP. These results have the same results as research which states that leadership has a direct and significant effect on performance (Suhanta et al., 2022). Leadership is important in an organization and company in achieving the desired goals of an organization or company. Leadership also influences employee performance in an agency or organization. Good leadership can produce good results for the company and create a feeling of comfort for employees while working.

The analysis results obtained indicate the influence of CC on EP. From the data obtained,  $t_{count} > t_{table}$  ( $3.753 > 0.1984$ ) and the significance value is  $0.000 < 0.05$ . The regression coefficient for the compensation variable is 0.258 with a positive slope, indicating that if CC variable increases, the EP variable will increase (directly proportional), assuming there is no additional value of OC and FL. These results show that partial CC has a positive and significant influence on EP. These results have the same results as research which states that the relationship between compensation variables and employee work productivity is positive and very strong (Tanjung et al., 2020). Simultaneously there is an influence of performance appraisal and compensation on employee work's productivity and partially, there is an influence of performance appraisal and compensation on employee work's productivity.

The analysis results obtained show that there is an influence of OC, FL and CC simultaneously/together on EP. From the data obtained,  $F_{count} > F_{table}$  ( $31.919 > 2.70$ ) and the significance value is  $0.000 < 0.05$ . These results show that OC, FL and CC simultaneously have a



significant influence on EP. These results have the same results as which states that leadership style, compensation and motivation have a significant and joint effect on worker performance (Rohwiyati et al., 2023). In other research, the average for organizational culture variables gives positive results (comparable) to increasing employee performance, but research states that organizational culture and leadership have a negative effect on employee performance (Sugiyono & Rahajeng, 2020). Special note was given to the culture of communication so that the research recommended two-way communication, mutual coordination, a sense of family and clear work instructions so that employees would feel motivated when doing their work.

## CONCLUSION

The research results show that the variables Organizational Culture, Felt Leadership and Compensation partially and simultaneously influence organizational culture. This shows that these three variables are able to improve employee performance, except for organizational culture which still requires additional time to implement. Thus, the managerial implication in this research is that leaders and/or policy makers are more active in increasing the competence of their workers in knowing more about and implementing a culture of operational excellence, and to continue making continuous improvements by taking into account other factors that have not been researched which can provide input for the company's progress.

Researchers have tried to obtain results that meet the desired expectations. However, in the implementation there are several limitations regarding this research, including: there are still other factors that influence worker performance, including work's motivation, discipline, competence and work environment, so that we can get a lot of additional information in measuring the worker's performance, respondents in providing answers based on several alternatives that have been provided that impacted to respondents being more tolerant of things that might have an unfavorable impact on their work unit. The sampling has several weaknesses, namely without considering other factors such as education, training that they have attended and the employee's track record while working. This questionnaire is a closed questionnaire so that respondents in providing opinions are limited not by what they want.

## LIMITATION

In implementing this research, the researcher has tried his best to achieve the expected results, but this research still has several limitations, including scope of research, type of respondents, type of questions, and closed questionnaire instrument.

From its scope, the researcher only examines the influence of organizational culture, felt leadership, compensation and worker performance. Although it has shown good results, it does not mean that worker performance is only influenced by organizational culture, felt leadership and compensation. There are still other factors that influence worker performance, including work motivation, discipline, competence and work environment, so that you can get a lot of additional information in measuring the performance of these workers.

Respondents in providing answers to questionnaire questions are only based on several alternatives that have been provided. This can have an impact on respondents being more tolerant of things that might have a negative impact on their work unit. Thus, respondents are generally persimmon towards symptoms that are less appropriate.

Samples of this study were only PT XYZ workers who work in the MUBA Regency. This sampling has several weaknesses, namely without considering other factors such as education, training that has been attended and track record during work. Closed questionnaire instrument has made some respondents when giving opinions are limited not by what they want. Whereas if given an open answer, it is likely that respondents will reveal facts in detail based on what is known and experienced.

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