



Influence of Leadership, Organizational Culture and Commitment to the Effectiveness of Independent Bank Employee Performance

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Abstract

The purpose of this research is to find out. As well as knowing what factors Might Be made or improved on employee performance at Bank Mandiri. The research method used is a survey method using a questionnaire that has been filled with validity and reliability, and uses analytical techniques with quantitative calculations. The analysis technique used to calculate impact (X1), organizational culture (X2), commitment (X3) with effectiveness of employee performance (Y), either individually or jointly. It is known from the results of testing the independent variables that are significant to the performance of the bank employees.

Keywords: Leadership, Organizational Culture, Commitment, Employee Effectiveness Performance

INTRODUCTION

Background

Performance is defined as an expression of the ability of knowledge based on the attitudes, skills and motivation to produce something. Performance is often defined as work or work performance, but the actual performance has a broader meaning, not only the work, but including how the work progresses. Performance is about what to do and how to do it. Performance is the result of work that has a strong relationship with the strategic objectives of the organization, satisfaction and contribute to the economic problems in the company's performance always gets serious attention because it is closely tied to the success of the company itself (Armstrong and Baron, 2007)

Likewise, the bank employee's performance is very important for the management, because it comes to the work of employees, which is one of the measures to achieve its goals. There are several reasons why the performance of the company's employees need to be studied further, because of the tendency of the decline in the performance of employees, it can be seen from: (1) mangkirnya employees on duty, (2) is often late in coming, (3) the discharge of employees, (4) responsibility to work that has not been maximized. The decline

in the performance of employees do not stand alone, there are other factors that affect the performance of employees one of which is the style of leadership. The downward trend for employee performance can also be caused by maximal leader in its function as a leader, and this can affect the performance of an employee directly decrease. For that management must be able to coordinate and control over all departments or units in an integrated manner. Leaders also need to have careful control, discipline and firm in decision-making.

Literature Review

The functions of leadership are: raise the trust and loyalty of subordinates, to communicate ideas to others, in various ways to influence others, menciftkan changes actively in the appearance of the group, and mobilize others, so that others would do whatever they wanted (Wahjosumidjo, 2013),

Furthermore, other factors affecting the declining performance of employees is the culture of the organization. The lack of appreciation for the leadership of the work of employees, make the employees feel unappreciated although such work still needs to be refined. Feelings are not respected his work by the leadership to encourage employees to be absent from duty, came too late and was also negligent in his responsibilities.

The cultural forces related to the performance, which includes three ideas, among others; (1) pooling of interest, in a company with a strong culture of employees tends to be based following the drummers gendering the same, (2) a strong culture is often said to help the performance of the business because it creates a level that is remarkable about the employee, (3) a strong culture helps performance because it provides the structure and the control you need without having to rely on the formal bureaucracy is rigid and can suppress the growth of motivation and innovation (Kottler and Heskett, 2001) and (Moeljono, 2015),

Corporate Culture and Productivity: Case Studies in Asia and the Pacific, suggests that organizations develop a strong organizational culture and positive when they face the challenges or threats from the external environment. As for the external environment can be managed properly if the employees know clearly and appreciate ideology, uphold the company and its employees are highly integrated (Rahman, 1994) (Tika, 2015).

Framework

The following framework can be seen in the picture 1 as follows:

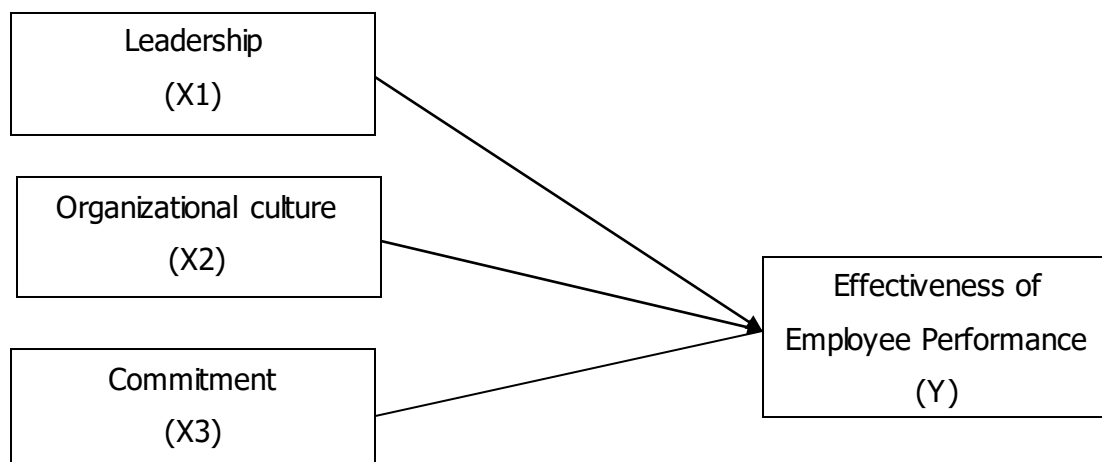


Figure 1. Framework

Research hypothesis

1. There Influence of leadership on performance effectivity of employees organization.
2. There Influence of organizational culture on employee performance effectivity in organization.
3. There Influence between employee performance effectivity in organization.

RESEARCH METHODOLOGY

Research methods

This study aims to determine whether the leadership, organizational culture and commitment can improve employee performance. Based on these objectives, this study will assess three variables, namely two independent variables and one dependent variable. The independent variables are Leadership (X1), organizational culture (X2) and Commitment (X3), while the dependent variable is the effectiveness of employee performance (Y).

RESULTS AND DISCUSSION

Validity test

X1 significance test is done by comparing the value of r count r table for $df = n-2$. Where If $R_{arithmetic} > R_{table}$ then the question VALID or feasible to use as the basis for research. Unknown R table is equal to 0.278, If $R_{arithmetic} < R_{table}$ then the question must be removed because it is not feasible to be used or is not a valid question.

test Reliability

A questionnaire is said to be reliable or reliable if someone answers on the statement is consistent / stable from time to time. This study used a figure of 0.60 (quite reliable).

1. test Reliability

Reliability Statistics

variable	Cronbach's Alpha
X1	.879
X2	.767
X3	.683
Y	.911

Determination test

2. Determination test

Model Summary b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.841	.739	.684	115.751853

a. Predictors: (Constant), Commitment, Organizational Culture, Leadership

b. Dependent Variable: Employee Performance

Summary table models produce the coefficient of determination or Adjusted R square = 0.684 which shows the goodness of fit test or the feasibility of the regression model. Table 1 and 2 can be seen that the coefficient of determination of all the independent variables Leadership (X1), organizational culture (X2), commitment (X3), have the ability to explain the variation of the dependent variables (Employee performance) of 0.684 or 68.4% while the remaining 0.316 or 31.6% explained by other variables not examined in this study.

Feasibility Model

3. Feasibility Model

ANOVA b

Model		F	Sig.
1	Regression	3,243	.001
	residual		
	Total		

a. Predictors: (Constant), Commitment, Organizational Culture, Leadership

b. Dependent Variable: Employee Performance

From the table above, we can conclude: F arithmetic (3.243) > F table (2.798) and Value Sig. (0.001) < 0.05, then H0 rejected H1 accepted and that means that the variable is a model fit for use or the goodness of fit.

Hypothesis testing

4. Hypothesis testing

Coefficients^a

Model	Coefficients unstandardized		standardized Coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	492.201	168.496		2,921	.05
Leadership	.113	.196	-.105	3,577	.046
Organizational culture	.314	.189	.240	2,659	.004
Commitment	.384	.186	.404	2,062	.045

a. Dependent Variable: Employee Performance

1. The regression coefficient leadership (X1) of $\beta_1 = 0.113$ probability (sig.) = 0.046. because the sign leadership (X1) is smaller than the test level is used in research or Sig. <A or 0.046 <0.05, then the effect of variable (X1) on employee performance (Y) is significant and T count (3.577) > T table (2.010) à Then H1 accepted or in partial leadership competencies significantly affect the performance of employees.
2. The regression coefficient organizational culture (X2) is $\beta_2 = 0.314$ probability (sig.) = 0.004. because the sign organizational culture (X2) is less than the test level is used in research or Sig. <A or 0.004 <0.05 then the influence of variables (X2) on employee performance (Y) is significant and T count (2,659) > T table (2.010) à Then H1 accepted or in partial organizational culture significantly affect the performance of employees
3. The regression coefficient commitment (X3) of $\beta_3 = 0.384$ probability (sig.) = 0.045. because the sign commitment (X3) is smaller than the test level is used in research or Sig. <A or 0.045 <0.05, then the effect of variable (X3) on employee performance (Y) is significant and T count (2.062) > T table (2.010) à Then H1 accepted or in partial commitment significantly affect employee performance.

CONCLUSION

Based on the results of the discussion can be concluded that:

1. Regression testing between leadership and employee performance proved there is an influence.
2. Regression testing between organizational culture and employee performance proven terdapat influence.
3. Regression testing between employee commitment and proven performance influence.

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