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The Influence of Organizational Culture and Leadership Style on Employee Performance With Social Interaction as an Intervening Variabel at PT. Bank Pembangunan Daerah Jambi

Zulfikar Zulfikar¹, Osrita Hapsara², Ali Akbar³

¹ Batanghari University, Jambi, Indonesia, zulfikar260723@gmail.com

² Batanghari University, Jambi, Indonesia, osritahapsara@yahoo.co.id

³ Batanghari University, Jambi, Indonesia, aliakbar060873@gmail.com

Corresponding Author: zulfikar260723@gmail.com

Abstract: The purpose of this study was to describe organizational culture, leadership style, social interaction and employee performance at PT Bank Pembangunan Daerah Jambi, then to analyze the influence of organizational culture and leadership style on social interaction, analyze the influence of organizational culture and leadership style on employee performance, then analyze the influence of social interaction on employee performance, then analyze the influence of organizational culture and leadership style through social interaction on employee performance. This research using descriptive and verification research methods, namely a method for researching a group of people, an object, situation and condition of a system of thought with the aim of creating a description, a systematic picture according to the facts being investigated. The verification research aims to test the hypothesis about the influence of the variables in this study. This research involved 226 employees at PT Bank Pembangunan Daerah Jambi. The sample was 70 respondents based on the Slovin formula with a confidence level of 1%. Data were analyzed using SPSS.22. The results showed that organizational culture was really good, leadership style was in high performance, social interaction and employee performance was also high, that organizational culture and leadership style simultaneously or partially had a positive and significant effect on social interaction, organizational culture and leadership style simultaneously and partial positive and significant effect on employee performance, and social interaction has a positive and significant effect on employee performance at PT Bank Pembangunan Daerah Jambi. To be able to improve customer service, the attitude of appreciating the contribution of each employee, building public trust and becoming a positive *role model*, and improving the quality of digital services are demands that must be met. If considered in term of management to provide motivation and inspiration, it can be done by applying reward rules to employees who have good performance achievements beyond the targets that have been set and punishing employees who violate the rules.

Keyword: Organizational Culture, Leadership Style, Social Interaction, Employee Performance.

INTRODUCTION

Competition in the banking world is increasingly competitive, encouraging banking businesses to always develop their advantages. To face this competition, banks need qualified and professional human resources (HR). Human resources or employees in a company are important assets in carrying out the vision and mission to achieve company goals. Intervention from human resources is based on the employee's performance ability to work well so that they can achieve the company's goals.

The first factor identified as influencing employee performance is organizational culture. Organizational culture is one of the elements that must be maintained and paid attention to, because organizational culture is the identity of a company that distinguishes the organization from other organizations (Robbins & Judge, 2017). Organizational culture on employee performance at the Jambi Regional Development Bank. Organizational culture is a system of nuanced beliefs from an organization that supports noble values and exemplary norms. Organizational culture can be used as control and direction in the form of attitudes and human behavior in the organization. Form culture which organization at PT Bank Pembangunan Daerah Jambi, including: gymnastics, morning breafing, recitation, In House Training.

The second factor which is no less important in influencing employee performance is the leader. The role of a leader is very influential in improving the performance or productivity of employees both at the individual, group and organizational levels. Every leader has their own leadership style in influencing subordinates. Leadership style itself is a method used by someone to influence the behavior of each individual or group (Robbins & Judge, 2017). The process leadership style inspires others to Work hard To use finish tasks important among others have strategy clear business And good communication, caring with member And environment, stimulate member, keep compactness team, appreciate compactness team, appreciate difference And belief (Schemer, 2022). Form style leadership at PT Bank Pembangunan Daerah Jambi, including: working meetings with employees, RBB evaluation meetings, directors' instructions, Directors' circulars and Directors' Decrees.

Social interaction is a dynamic social relationship involving relationships between individuals, between human groups and between people and groups. Interaction occurs when two people or groups meet each other and meetings between individuals and groups where communication occurs between the two parties (Yulianti, 2003). Social interaction is the key to all social life, therefore without social interaction there would be no life together. Social interaction is intended as a mutual influence between individuals and groups in their efforts to solve expected problems and in their efforts to achieve their goals (Ahmadi, 2004). Interaction between workers has an important role. A good relationship will create a more comfortable work environment, so it is necessary for every employee to feel comfortable with the dynamics of communication that occur in the workplace. Some of the solutions implemented by the Jambi Development Bank are to communicate openly, set clear boundaries between employees for the sake of work productivity, as well as make the best use of the available rest time. In relation to direct interaction, it is very important for each employee not to be easily emotional and confrontational. The forms of social interaction that exist at PT Bank Pembangunan Daerah Jambi include: recitation with party partners, Gathering together employee And family employees, Gathering with party external And Giving help social (CSR).

Every employee needs to know exactly what is his main responsibility, what kind of performance he must achieve and be able to measure himself according to his success indicators. Many things are of concern to management in order to encourage employee performance, including in terms of organizational culture and leadership style for employees. The decline in head office performance was identified as being influenced by aspects of

social interaction between fellow employees. Aspects of social interaction in question include aspects of social contact such as wanting to ask coworkers if there is work that is not understood, aspects of communication such as responding directly to coworkers who ask questions, aspects of social structure such as not discriminating between coworkers based on their region of origin or social class and also social aspects such as positive competition to motivate fellow employees.

METHOD

This research is designed to answer the problem formulation and objectives that can be achieved as well as hypothesis testing. The survey method is used as a research method by compiling questionnaires to respondents (employees) who answer statements about the impact of organizational culture, leadership style, social interaction and employee performance at PT Bank Pembangunan Daerah Jambi. The degree of explanation of this research is a descriptive and verification research. The analytical tool used in this research is path analysis involving 226 employees. According to Slovin's formula, the number of respondents is 70 people. SPSS.22 analysis and path structure or path diagrams were used for data analysis. Path analysis allows researchers to analyze more complex models than is possible with multiple linear regression. Path analysis can also be used to determine direct and indirect relationships, including through intermediate variables. Path analysis presents causal relationships between variables in the form of images for easy reading. This description aims to explain the relationships that exist with both dependent and independent variables, or other relationships with intermediate variables. In contrast to the regression data analysis which only has a direct effect. Path analysis is able to analyze information about the indirect relationship between variables. Due to the limitations of multiple linear regression analysis, this path analysis can include everything needed for data analysis purposes based on values which are then compared with the level of significance. In this research, organizational culture and leadership style are independent variables, social interaction is an intermediate variable, and employee performance is a dependent variable. After the data were analyzed by path analysis, then tested the hypothesis using the partial t-test and F-test simultaneously. But before testing the hypothesis, the questionnaire was first tested with validity and reliability tests.

RESULTS AND DISCUSSION

Structure Path Analysis 1

Picture equality structure 1 as follows:

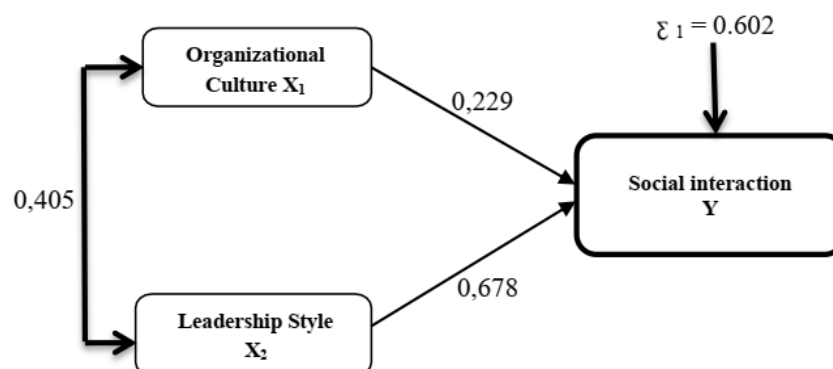


Figure 1. Analysis Results Track Structural I

Based on the calculation results for structure 1, the correlation between X_1 and X_2 is 0.405, Pyx_1 is 0.229 and pyx_2 is 0.678 and after the calculation is carried out, a summary of the direct and indirect effects of organizational culture on social interaction is presented.

Table 1. Recapitulation of the Direct and Indirect Influence of Organizational Culture and Leadership Style on Social Interaction

| Variable | Direct | Indirect | | Sub Total | Total |
|-----------------------------|---------|----------|---------|-----------|---------|
| | | X1 | X2 | | |
| Organizational Culture (X1) | 5,2441% | | 6,2881% | 6,2881% | 11,532% |
| Leadership Style (X2) | 45,968% | 6,2881% | | 6,2881% | 52,256% |
| Influence X1, X2 | | | | | 63,8% |
| Other Factors | | | | | 36,2% |

Source: data processed for research purposes (2023)

From the calculations above, it can be concluded that the direct influence of organizational culture on social interaction is 5.2441% and leadership style is 45.968%, while the indirect influence of both variables is 6.2881%, so the total direct and indirect influence of organizational culture is 11.532. %. and leadership style on social interaction is 52.256%, where this figure explains that organizational culture and leadership style have a direct effect of 63.8% on social interaction while 36.2% are influenced by factors that are not included in this model.

Table 2. Coefficient Determination Organizational Culture and Leadership Style To Social interaction

| Model Summary | | | | |
|---|-------|----------|-----------------|-----------------------------|
| Model | R | R Square | Adjusted Square | RStd. Error of the Estimate |
| 1 | ,799a | ,638 | ,627 | ,352408 |
| a. Predictors: (Constant), X2.LeadershipStyle, X1.OrganizationalCulture | | | | |

From Table 2 it can be seen that the R-squared value is 0.638, indicating that the magnitude of the role and contribution of organizational culture and leadership style variables can explain 63.8% of social interaction variables, while the remaining 36.2% is explained by other variables not included in this Structural Model . Results study This in line with study Which done by (Arjuna, 2021) and Simanjuntak (2015) which state exists influence between organizational culture and leadership style on social interaction.

Structure Path Analysis 2

Picture equality structure 2 as follows:

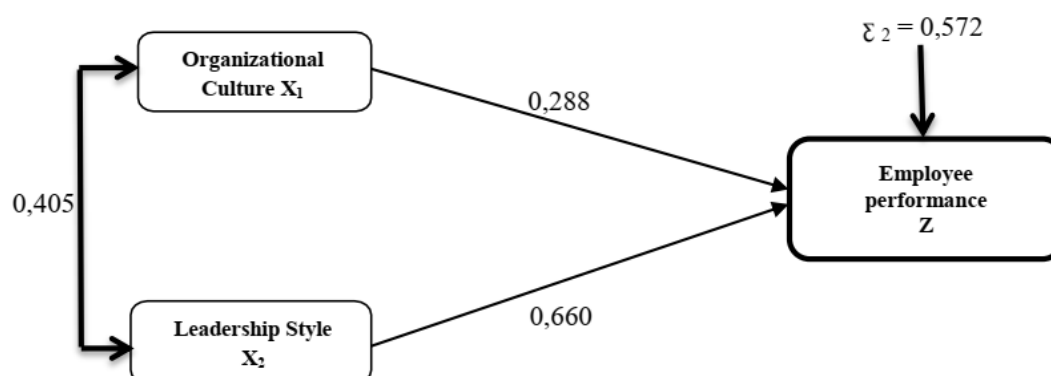


Figure 2. Analysis Results Track Structural II

Based on the calculation results for structure 2, the correlation between X₁ and employee performance.

Table 3. Recapitulation of Direct and Indirect Influence of Organizational Culture and Leadership Style to Employee Performance

| Variable | Direct | Indirect | | Sub Total | Total |
|-----------------------------|---------|----------|---------|-----------|---------|
| | | X1 | X2 | | |
| Organizational Culture (X1) | 8,2944% | | 7,6982% | 7,6982% | 15,992% |
| Leadership Style (X2) | 43,56% | 7,6982% | | 7,6982% | 51,258% |
| Influence X1, X2 | | | | | 67,3% |
| Other Factors | | | | | 32,7% |

Source: data processed for research purposes (2023)

From the calculation above it can be concluded that the direct effect of organizational culture on employee performance is 8,2944% and leadership style is 43.56%, while the indirect effect of the two variables is 7,6982%, so that the total direct and indirect influence of organizational culture is 15,992%. and leadership style on employee performance is 51,258%, where this figure explains that organizational culture and leadership style have a direct effect of 67.3% on employee performance while 32,7% are influenced by factors not included in this model.

Table 4. Coefficient Determination Organizational Culture and Leadership Style on Employee Performance

| Model Summary | | | | |
|---|-------|----------|-----------------|-----------------------------|
| Model | R | R Square | Adjusted Square | RStd. Error of the Estimate |
| 1 | ,820a | ,673 | ,663 | ,239956 |
| a. Predictors: (Constant), X2.LeadershipStyle, X1.OrganizationalCulture | | | | |

Table 4 shows an R-squared value of 0,473, indicating that the extent to which the role and contribution of organizational culture and leadership style variables can explain 67,3% of employee performance variables and the remaining 2,7% is explained by other variables that are not included. Model Structure II is Result study This in line with study Which done by Sigiyo (2022), Parulian (2017) who state exists influence between organizational culture and leadership style on performance.

Structure Path Analysis 3

Picture equality structure 3 as follows:

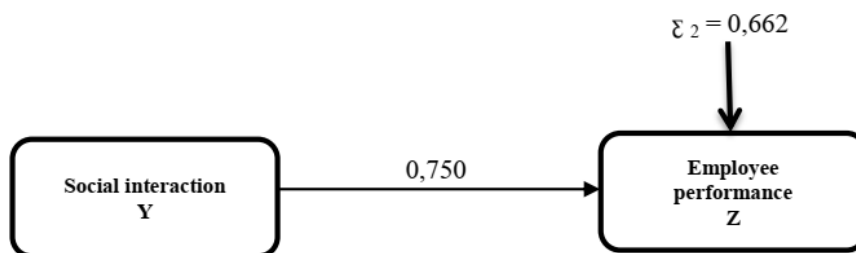


Figure 3. Results Analysis Track Structural III

Based on the calculation results for structure 3, the Pzy value is 0,562.

Table 5. Coefficient Determination Social interaction To Employee Performance

| Model Summary | | | | |
|--|-------|----------|-----------------|-----------------------------|
| Model | R | R Square | Adjusted Square | RStd. Error of the Estimate |
| 1 | ,820a | ,673 | ,663 | ,239956 |
| a. Predictors: (Constant), Y.SocialInteraction | | | | |

From Table 5 it can be seen that R-squared value of 0.562, indicating that magnitude role And contribution variable social interaction is possible explaining 56.2% of the variables performance employee And the remaining 43.8% is explained by other variables that are not included in this Structure III model. Besides that , results study This Also show same result _ with study Arjuna (2021), Ramadan (2023) And Simanjuntak (2015) where results study they show that interaction social influential positive And significant to performance.

Maryati and Suryawati (2003) state that, "Social interaction is a contact or reciprocal relationship between stimulation and response between individuals, between groups or between individuals and groups". Positive interaction is only possible when there is an atmosphere of mutual trust, respect and mutual support (Siagian, 2004). Social interaction is the key to all social life, therefore without social interaction there would be no possibility of living together. Social interaction is intended as a reciprocal influence between individuals and groups in their efforts to solve expected problems and in their efforts to achieve their goals (Ahmadi, 2004).

Analysis Structure Path 4

Picture equality structure 4 as follows:

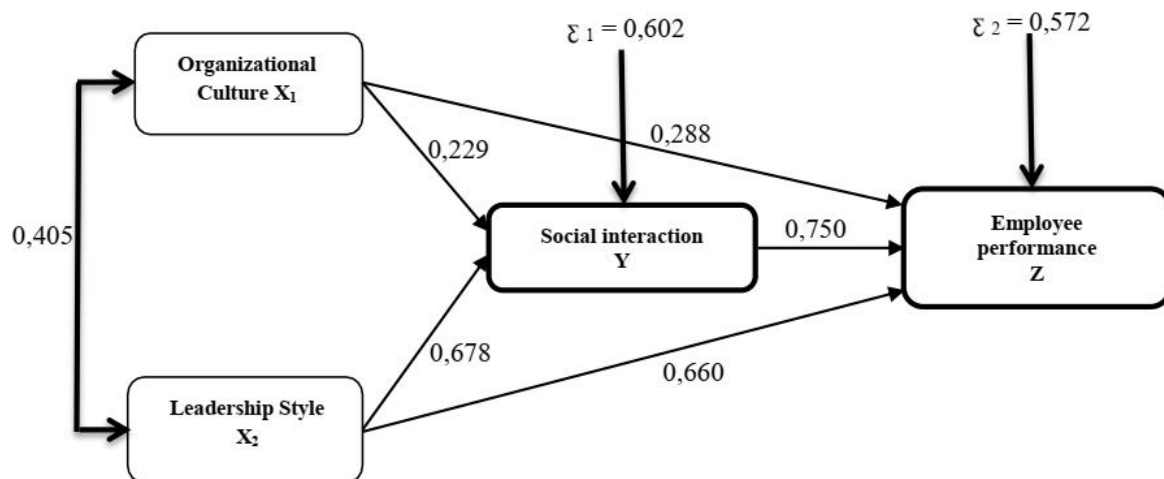


Figure 4. Results Analysis Track Structural IV

Based on the results of the calculations above, it can be concluded that organizational culture towards employee performance through social interaction has a direct influence of 8,294%, and an indirect influence of 4,946%, and the total The influence is 13,24%. This figure explains that there is a direct influence between organizational culture through Social interaction on employee performance is greater, namely 8,294 %, greater than the indirect influence, namely 4,946% to performance employees, meaning that organizational culture directly has a significant effect on employee performance. And for the calculation results of the direct influence of leadership style on performance employees through social interactions are as big as 43,56%, And indirect influence is 33,56% And total influence 77,16 %, where the total number of influences the explain that the direct effect of leadership style on employee performance is far greater than the indirect effect, meaning that leadership style directly has a significant effect on employee performance. From the calculation above it can be concluded that the direct effect of organizational culture and leadership style through social interaction is 51.854%, the indirect effect is 38,506%, the overall effect is 90,36%. Thus, organizational culture and leadership style variables influence employee performance through social interaction.

Simultaneous and Partial Tests

Table 6. Results Test kindly Simultaneous Organizational Culture and Leadership Style Against Social Interaction

| ANOVAa | | | | | | |
|--------|------------|----------------|----|-------------|--------|-------|
| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
| 1 | Regression | 14,661 | 2 | 7,330 | 59,025 | ,000b |
| | Residual | 8,321 | 67 | ,124 | | |
| | Total | 22,962 | 69 | | | |

a. Dependent Variable: Y.SocialInteraction

b. Predictors: (Constant), X2.LeadershipStyle, X1.OrganizationCulture

From the Anova test shown in Table 4.6 the calculated $F_{\text{value}} > F_{\text{table}}$ $59,025 > 3,13$ with a significance of 0,000 then $< 0,05$ ($0,000 < 0,05$) it can be concluded that the null hypothesis (H0) is rejected and the alternative hypothesis (Ha) accepted, meaning there is a significant influence between organizational culture and leadership style on social interactions.

Table 7. Results Test kindly Partial Organizational Culture and Leadership Style Against Social Interaction

| Coefficients ^a | | | | | |
|---------------------------|------------------------|-----------------------------|------------|--------|------|
| Model | | Unstandardized Coefficients | | t | Sig. |
| | | B | Std. Error | | |
| | (Constant) | -1,606 | ,544 | -2,954 | ,004 |
| 1 | X1.OrganizationCulture | ,335 | ,117 | 2,848 | ,006 |
| | X2.LeadershipStyle | ,952 | ,113 | 8,430 | ,000 |

a. Dependent Variable: Y.SocialInteraction

Based on Table 7 above, the t calculated number for the organizational culture variable is 2.848, because the t calculated value is $2,848 > 1,99601$ and the significance test is 0.006, which shows number level significance Far more $< 0,05$ ($0,006 < 0,05$) so that Ho is rejected and Ha is accepted, which means there is a significant influence of organizational culture on social interaction, and the calculated t number for the leadership style variable is 8,430, because the t calculated value is $8,430 > 1,99601$ and the significance test is 8,430. 0,000, which shows number level significance Far more $< 0,05$ ($0,000 < 0,05$) so Ho is rejected and Ha is accepted, which means there is a significant influence of leadership style on social interaction.

Table 8. Results Test kindly Simultaneous Organizational Culture and Leadership Style To Employee Performance

| ANOVA ^a | | | | | | |
|--------------------|------------|----------------|----|-------------|--------|-------|
| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
| 1 | Regression | 7,937 | 2 | 3,968 | 68,920 | ,000b |
| | Residual | 3,858 | 67 | ,058 | | |
| | Total | 11,794 | 69 | | | |

a. Dependent Variable: Z.PerformanceEmployee

b. Predictors: (Constant), X2.LeadershipStyle, X1.OrganizationCulture

Based on the Anova test shown in Table 4.8 the calculated $F_{\text{value}} > F_{\text{table}}$ $68,920 > 3,13$ with a significance of 0,000 then $< 0,05$ ($0,000 < 0,05$) it can be concluded that the null hypothesis (H0) is rejected and the alternative hypothesis (Ha) accepted, meaning that there is a significant influence between organizational culture and leadership style on employee performance.

Table 9. Results Test kindly Partial Organizational Culture and Leadership Style To Employee Performance

| Coefficients ^a | | | | |
|---------------------------|-----------------------------|------------|-------|------|
| Model | Unstandardized Coefficients | | t | Sig. |
| | B | Std. Error | | |
| (Constant) | -,003 | ,370 | -,008 | ,994 |
| 1 X1.OrganizationCulture | ,301 | ,080 | 3,769 | ,000 |
| X2.LeadershipStyle | ,664 | ,077 | 8,636 | ,000 |

a. Dependent Variable: Z.EmployeePerformance

Based on Table 9 above, the t count of the organizational culture variable is 3,769, because the tcount is $3,769 > 1,99601$ and the significance test is 0,000, which shows number level significance Far more $< 0,05$ ($0,000 < 0,05$) so that H_0 is rejected and H_a is accepted, which means that there is a significant influence of organizational culture on employee performance, and the t count of the leadership style variable is 8,636, because the tcount is $8,636 > 1,99601$ and the significance test is 0,000, which shows number level significance Far more $< 0,05$ ($0,000 < 0,05$) so H_0 is rejected and H_a is accepted, which means there is a significant influence of leadership style on employee performance.

Table 10. Results Test kindly Partial Social Interaction Against Employee Performance

| Model | Unstandardized Coefficients | | t | Sig. |
|------------------------|-----------------------------|------------|-------|------|
| | B | Std. Error | | |
| (Constant) | 2,044 | ,229 | 8,914 | ,395 |
| 1 Y.SocialInteractione | ,537 | ,057 | 9,343 | ,000 |

a. Dependent Variable: Z.EmployeePerformance

In Table 10 above, the calculated t value for the social interaction variable is 9,343 because the calculated t value is $9,343 > 1,995476$ and the significant value is 0,000 because the significance level is $< 0,05$ ($0,000 < 0,05$), then H_0 is rejected and H_1 is accepted, meaning that social interaction has a significant effect on employee performance.

CONCLUSION

1. Influence direct between culture organization to interaction social is 5,2441 % influence No direct 6,2881% and the total is 11,532%. Influence direct between style leadership to interaction social is 45,968% influence No direct 6,2881% and the total is 52,256%. So in a manner whole influence culture Work And style leadership to interaction social is 63,8% while 36,2% is affected by other factors outside study this .
2. Influence direct between culture organization to performance employee is 8,2944% effect No direct 7,6982% and the total is 15,992%. Influence direct between style leadership to performance Employee is 43,56% influence No direct 7,6982% and the total is 51,258%. So in a manner whole influence culture Work And leadership to performance Employee was 67,3% while 32,7% were affected by other factors outside study this.
3. Interaction social own influence significant to performance Jambi Regional Development Bank employees with influence amounting to 56,2%.
4. Influence direct between culture organization to performance employee through interaction social amounting to 8,294% and influence No directly 4,946% and the total is 13,24%. Whereas influence direct between leadership to performance employee through interaction social amounting to 43,56% and influence No directly 33,56% and the total is 77,16%.

5. Influence direct between culture organization And style leadership to performance employee through interaction social of 51,845% and influence No direct 38,506% while the total effect is 90,36%.

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