

THE EFFECT OF ORGANIZATIONAL CULTURE, LEADERSHIP STYLES, AND COMMUNICATION ON EMPLOYEE PERFORMANCE AT PT DAYA RADAR UTAMA

1stBudi Yanto Siregar, 2nd Ruland Willy Jack Sumampouw, SE, M.Si.

Management Department
Indonesian College of Economics Jakarta
Jakarta, Indonesia
budisiregar89@gmail.com ; @stei.ac.id

***Abstract** - This study aims to determine how much influence organizational culture, leadership style, and communication have on the performance of employees of PT Daya Radar Utama. This study uses a quantitative associative causal research strategy, which is measured using the coefficient of determination method with SPSS 24.00. The population of this study were all employees at PT Daya Radar Utama. Sampling was determined using the Yamane formula with e of 10%, with a sample size of 78 respondents. The data collection technique used a questionnaire. Hypothesis testing using the t test and f test. The results of the study prove that partially organizational culture, leadership style, and communication have a significant effect on employee performance. Simultaneously the organizational culture, leadership style,*

***Keywords:** Organizational culture, leadership style, communication, and employee performance*

I. INTRODUCTION

One of the resources contained in an organization is human resources. In the era of globalization, human resources are resources that have many advantages compared to other resources in the organization. Human resources have a sense of feeling, desire, skills, knowledge,

encouragement, power, and work. The excess of human resources is a very promising potential in achieving organizational goals.

In an organization, most of them have a different culture, especially in Indonesia which is also called a cultural country, because Indonesia is rich in various and diverse cultures. Those who are part of an organization who have different cultural backgrounds, but all these differences will be melted into one culture, namely the organizational culture. Organizational culture regulates how its members act, but in this process it is possible that there are individuals who can accept it and those who cannot accept it, which may conflict with the culture it has.

Leadership style can be said to be a way of directing, encouraging, and managing all elements within a group or organization to achieve the desired organizational goals so as to produce more productive employee performance and meet targets. With a wise leadership style, a leader is sure to respect the ideas and opinions of employees, which will have a positive impact giving freedom to bring out the creativity and initiative of employees in an effort to complete and improve the work given.

Differences in an organization that generally originate from communication between individuals and groups trigger conflict and ultimately lead to conflict. Good communication has an impact on the continuation of existing management activities in the company, with good communication it can also support company activities so that it can have an impact on improving overall employee performance.

Performance has an important meaning for employees, the existence of a performance appraisal means that employees get attention from superiors, besides that it will increase employee morale because with this performance appraisal it is possible that high-performing employees can be promoted, otherwise employees who are not performing may be demoted.

There are still many problems in organizations with human resources unable to carry out the tasks that have been given, so that the company's achievements do not materialize. The achievement of company goals is closely related to employee performance.

PT Daya Radar Utama (DRU) is one of the shipyards in Indonesia which was founded in 1972, this company has built and repaired various kinds of ships. PT Daya Radar Utama understands that the main strength of a company lies in its human resources both from independence and teamwork.

There is information about employee performance which states that employee performance is not optimal as expected due to time constraints and limited employee capabilities.

The organizational culture at PT Daya Radar Utama is well embedded. This is shown among others by the presence of an attitude that is formed like a team and strong tolerance among employees, no differentiation or caste, and a harmonious relationship between leaders

and employees through activities outside the organization that have become part of programs such as outbound and recreation. Strong tolerance is also shown when one of the employees in a certain sub-division does not come to work with a note that there is an acceptable reason, then the other employees in that sub-division tolerate and take responsibility for completing the duties of the employee who does not enter. Leaders do not know the term subordinate to their employees because all employees are partners, which means they have equality in carrying out common interests, and the closeness that exists between leaders and employees both inside and outside of work. However, everything that has been described regarding the organizational culture there are still problems, including employees who are still unable to adjust their personality to the existing organizational culture such as the absence of employees at morning applause and the existence of employees who do not uphold the meaning of greetings between employees.

The leadership style at PT Daya Radar Utama is shown by the presence of caring attitude from the leadership towards employees, such as the routine carried out by the leadership in supervising their employees every day in order to create closeness so as to achieve increased performance. Supervision carried out by the leadership of employees is accompanied by good communication so as to create good familiarity as well. However, this leadership style has several weaknesses, for example the attitude of employees who do not respect the leadership both in terms of words and actions, the lack of fear of an employee when making a mistake because of the presumption that the leadership will not give sanctions in the form of reprimands or actions.

Table 1.1. Employee tardiness data for 2018-2019

Employees	Month	2018	Percentage (%)	2019	Percentage (%)
335 people	January	310	4,2	320	4,3
	February	311	4,2	282	3.8
	March	346	4,7	335	4.5
	April	384	5,2	302	4,1
	May	325	4,4	417	5.7
	June	259	3.5	280	3.8
	July	391	5.3	501	6.8
	August	347	4,7	500	6.8

	September	367	5.0	465	6.3
	October	-	-	576	7,8
	November	-	-	604	8.2
	December	-	-	524	7,1

Source: PT. Main Power Radar (2019)

From table 1.1, it can be seen that the percentage of employee tardiness in 2018-2019 is fluctuating and tends to increase, where in 2018 for the last three months the researcher did not get tardiness data and in 2019 there was a fairly high percentage increase compared to the previous month which reached 8.2 %.

From some of these phenomena that occur at PT Daya Radar Utama, the researchers are interested in conducting a study related to these problems entitled "The Influence of Organizational Culture, Leadership Style, and Communication on Employee Performance at PT Daya Radar Utama"

II. LITELATUR STUDY

2.1. Human Resource Management

Mangkunegara (2013: 2) Human Resource management as a planning, organizing, coordinating, providing remuneration, integrating, maintaining, and separating labor in order to achieve organizational goals

Simamora (2015: 4) human resource management is the empowerment, development, assessment, remuneration, and management of individual members of organizations or groups of workers.

According to Bangun (2012: 6) human resource management can be defined as a process of planning, organizing, staffing, movement and supervision of procurement, development, compensation, integration, maintenance and separation of labor to achieve organizational goals.

2.2. Organizational culture

Rivai and Mulyadi (2012: 374), "Organizational culture is a framework that guides daily behavior and makes decisions for employees and directs their actions to achieve organizational goals".

Susanto in Sudaryono (2014: 36), "Organizational or company culture is the values that hold human resources in carrying out their obligations and behavior within the organization. These values will provide an answer whether an action is right or wrong and whether a behavior is recommended or not, so that it serves as a basis for behavior.

Tampubolon (2015: 225), "Organizational culture is a key value that is believed and an understanding of the characteristics that members give to an organization".

Robbins & Judge (2016: 355), Organizational culture refers to a system of sharing meaning carried out by members that differentiates the organization from other organizations.

2.3. Leadership Style

Every leader basically has a different behavior in leading his followers, the behavior of these leaders is called a leadership style. Leadership style is a way for leaders to influence their subordinates which is expressed in the form of behavior or personality patterns. A leader is someone who has a program and who behaves jointly with group members using a certain way or style, so that leadership has a role as a dynamic force that encourages, motivates and coordinates the company in achieving predetermined goals.

Rivai (2014: 42) states that Leadership Style is a set of characteristics used by leaders to influence subordinates so that organizational goals are achieved or it can also be said that leadership style is a pattern of behavior and strategies that are liked and often applied by a leader. A leadership style that shows, directly or indirectly, the belief of a leader in the abilities of his subordinates. This means that leadership style is behavior and strategy, as a result of a combination of philosophies, skills, traits, attitudes, which are often applied by a leader when he tries to influence the performance of his subordinates.

Toha (2013: 49) states that: Leadership style is a norm of behavior used by a person when that person tries to influence the behavior of others or subordinates.

Nawawi in Sudaryono (2014: 313), "This type of leadership can be defined as a form or pattern or type of leadership, in which one or more perikulu or leadership styles are implemented as supporters. Meanwhile, leadership style is defined as the behavior or method that is chosen and used by the leader in influencing the thoughts, feelings, attitudes and behavior of the members of the organization or their subordinates. "

2.4. Communication

Bangun (2012: 360), "Communication is a very important tool to convey or receive information to or from other parties. Miscommunication will give unfavorable results and can be fatal, and do not reach the target. "

Rivai and Mulyadi (2012: 336), "Communication is the sending and receiving of messages or news between two or more people so that the message can be understood.

Mangkunegara (2011: 145), "Communication can be defined as the process of transferring information, ideas, understanding from one person to another in the hope that the other person can interpret it according to the intended purpose".

Daft (2013: 473), defines communication: "Communication is the process by which information is exchanged and understood by two or more people, usually with the intent to motivate or influence

behavior", communication is the process where information is exchanged and understood by two people. or more, usually with the intention of motivating or influencing behavior.

2.5. Employee performance

Bangun (2012: 231) performance (performance) is the result of work achieved by employees based on job requirements.

As'ad in Sudaryono (2014: 63) states that performance is a person's success in carrying out a job. This explains that performance is the result achieved by a person according to the size applicable to the job concerned. A person's performance can be seen through his activities in carrying out his daily work. This activity describes how he tries to achieve the goals that have been set.

Mangkunegara (2011: 67): "Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him". So from some of these opinions it can be concluded that performance is the willingness of a person or group of people to carry out activities to improve it in accordance with their responsibilities with results as expected.

According to Wibowo (2016: 85-88) there are seven main indicators of performance, namely:

1. Purpose
2. Standard
3. Feedback
4. Tools or Means
5. Competence
6. Motive
7. Opportunities



III. RESEARCH METHODS

The research strategy used is causal associative. According to Sugiyono (2018: 64), "causal associative research is research that is intended to reveal problems that are causal in nature between two or more variables." In this case the researcher intends to determine the influence between the variables of Organizational Culture (X1), Leadership Style (X2), and Communication (X3) on employee work (Y) at PT Daya Radar Utama.

According to Sugiyono (2018: 136) defines population as an area of generalization consisting of: objects / subjects that have certain quantities and characteristics set by researchers to study and then draw conclusions. The population in this study were all employees at PT Daya Radar Utama as many as 335 people who were on Jl. Lre martadinata Volker Tanjung Priok North Jakarta 14310.

According to Sugiyono (2018: 137) "the sample is part of the number and characteristics possessed by the population". The sample was carried out because of the limitations of researchers in conducting research both in terms of funds, time, energy, and a very large population. Therefore, the sample taken must truly be representative (representative). In this study, I used the Yamane formula (Sugiyono 2018: 137) with e of 10%.

$$n = \frac{N}{1 + (\frac{e}{2})^2}$$

Information:

n = Number of samples required

N = Amount population

e = Sample error rate (sampling error)

$$77.01 = \frac{335}{1 + 335 (0,1)^2}$$

Based on these calculations, the researchers determined the sampling was 78 respondents.

IV. RESEARCH RESULTS AND DISCUSSIONS

4.1.1. Respondent description based on gender

The results of the respondent description test based on gender are described in table 4.1 as follows:

Table 4.1. Respondent data based on gender

Gender	Number of Respondents	Percentage
Male	45	57.7%
Women	33	42.3%
Total	78	100%

Source: 2020 data processing results

In this study, it shows that respondents based on gender are dominated by men, amounting to 45 people with a percentage of 57.7%.

4.1.2. Respondent description by age

The results of the respondent description test based on age are described in table 4.2 as follows:

Table 4.2. Respondent data by age

Age Interval	Number of Respondents	Percentage
≤20 years	4	5.1%
21-30 years	31	39.7%
31-40 years	26	33.3%
41-50 years	16	20.5%
≥51 years	1	1.3%
Total	78	100%

Source: 2020 data processing results

In this study, it shows that respondents based on age are dominated by respondents in the age range of 21-30 years, amounting to 31 people with a percentage of 39.7%.

4.1.3. Respondent description based on education level

The results of the respondent description test based on the level of education are described in table 4.3 as follows:

Table 4.3. Respondent data based on education level

Level of education	Number of Respondents	Percentage
High school equivalent	8	10.3%
Diploma I, II, and III	21	26.9%
Bachelor degree)	48	61.5%
S2 / S3	1	1.3%
Total	78	100%

Source: 2020 data processing results

In this study, it shows that the respondents based on education level are dominated by Bachelor (S1), amounting to 48 people with a percentage of 61.5%.

4.1.4. Respondent description based on years of service

The results of the respondent description test based on tenure are described in the table 4.4 as follows:

Table 4.4. Respondent data based on years of service

Service Period Intervals	Number of Respondents	Percentage
≤ 1 year	11	14.1%
1 - 5 years	43	55.1%
≥ 5 years	24	30.8%
Total	78	100%

Source: 2020 data processing results

In this study, it shows that respondents based on the working period are dominated by respondents with a work period of between 1 - 5 years, namely 43 people with a percentage of 55.1%.

4.1.5. Respondent description based on marital status

The results of the respondent description test based on marital status are described in table 4.5 as follows:

Table 4.5. Respondent data based on marital status

Marital status	Number of Respondents	Percentage
Single	24	30.8%
Married	54	69.2%
Total	78	100%

Source: 2020 data processing results

In this study shows that respondents based on marital status are dominated by respondents who are married, amounting to 54 people with a percentage of 69.2%.

4.2. Variable data description

The data used in this research is from filling out a questionnaire with a Likert scale by karvawan PT Daya Radar Utama with a sample of 78 respondents. The research variables used are three independent variables, namely organizational culture (X1), leadership style (X2), and communication (X3) as well as one dependent variable, namely Kryawan Performance (Y).

For the variable (X1), namely the organizational culture proposed to 78 employees, the number of criteria is obtained (if each item of the statement gets the highest score or 5), and the statement is 7 items then the amount of $X1 = 78 \times 5 \times 7 = 2730$. data $(2259: 2730) \times 100\% = 83\%$ of the criteria set. These results can be illustrated in the following diagram:

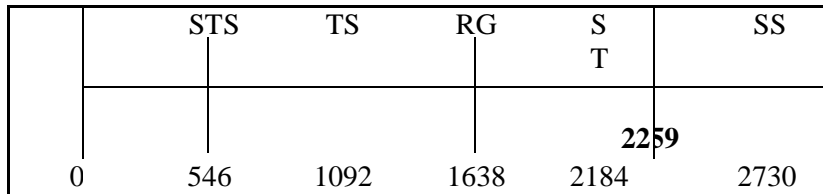


Figure 4.1. Likert scale diagram of organizational culture variables

So based on data obtained from 78 respondents, an average of 2259 lies in strongly agreed areas.

For the variable (X2), namely the leadership style proposed to 78 employees, the number of criteria is obtained (if each item of the statement gets the highest score or 5), and the statement is as many as 7 items, then the amount of $X2 = 78 \times 5 \times 7 = 2730$. Total data collection final score $(2250: 2730) \times 100\% = 82\%$ of the criteria set. These results can be illustrated in the following diagram:

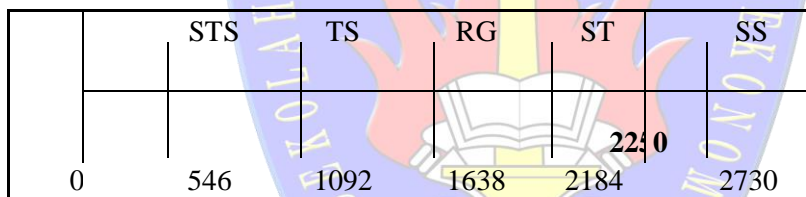


Figure 4.2. Likert scale diagram of leadership style variables

So based on data obtained from 78 respondents, an average of 2250 lies in strongly agreed areas.

For the variable (X3), namely communication proposed to 78 employees, the number of criteria is obtained (if each item of the statement gets the highest score or 5), and the statement is 13 items, then the amount of $X2 = 78 \times 5 \times 13 = 5070$. $(4208: 5070) \times 100\% = 83\%$ of the criteria set. These results can be illustrated in the following diagram:

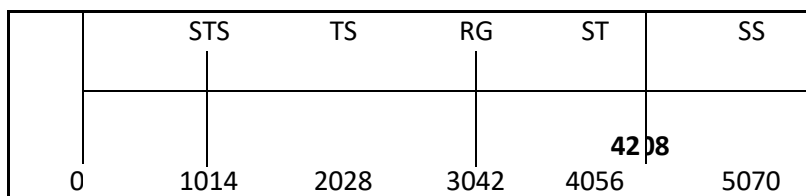


Figure 4.3. Communication variable Likert scale diagram

So based on data obtained from 78 respondents, an average of 4208 lies in strongly agreed areas.

For the variable (Y), namely the employee performance proposed to 78 employees, the number of criteria is obtained (if each item of the statement gets the highest score or 5), and 7 items of statements then the amount of $X2 = 78 \times 5 \times 7 = 2730$. data $(2251 : 2730) \times 100\% = 84\%$ of the criteria set. These results can be illustrated in the following diagram:

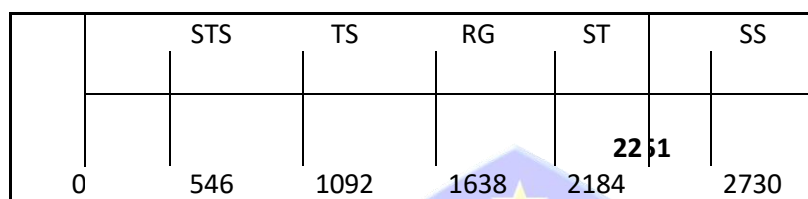


Figure 4.4. Likert scale diagram of employee performance variables

So based on data obtained from 78 respondents, an average of 2251 lies in a strongly agreed area. Hail Research Instrument Testing

A. Validity test

The validity test is carried out to measure the extent to which a measuring instrument is able to measure what you want to measure (Siregar, 2013: 46). To find out whether the questionnaire made is valid or not, in this study the type of validity used is construct validity (validity construct) which is carried out by correlating the scores obtained by each item which can be in the form of questions or statements with the total score. This total score is the value obtained from the sum of all item scores. A questionnaire is said to be valid, if the product moment correlation coefficient $> r$ -table ($\alpha; n - 2$) n = number of samples (Siregar, 2013: 47). The results of the validity test can be seen in the following table:

Table 4.6. Validity Test Results

Variable	Indicator	r-count	r-table 5% (78)	Conclusion
Organizational culture	X1.1	0.762	0.223	Valid
	X1.2	0.858	0.223	Valid
	X1.3	0.863	0.223	Valid
	X1.4	0.897	0.223	Valid
	X1.5	0.879	0.223	Valid
	X1.6	0.863	0.223	Valid
	X1.7	0.860	0.223	Valid

Leadership style	X2.1	0.725	0.223	Valid
	X2.2	0.866	0.223	Valid
	X2.3	0.845	0.223	Valid
	X2.4	0.855	0.223	Valid
	X2.5	0.887	0.223	Valid
	X2.6	0.871	0.223	Valid
	X2.7	0.802	0.223	Valid
Communication	X3.1	0.844	0.223	Valid
	X3.2	0.884	0.223	Valid
	X3.3	0.895	0.223	Valid
	X3.4	0.899	0.223	Valid
	X3.5	0.925	0.223	Valid
	X3.6	0.941	0.223	Valid
	X3.7	0.918	0.223	Valid
	X3.8	0.921	0.223	Valid
	X3.9	0.952	0.223	Valid
	X3.10	0.945	0.223	Valid
	X3.11	0.961	0.223	Valid
	X3.12	0.922	0.223	Valid
	X3.13	0.874	0.223	Valid
Employee performance	Y1	0.766	0.223	Valid
	Y2	0.878	0.223	Valid
	Y3	0.892	0.223	Valid
	Y4	0.876	0.223	Valid
	Y5	0.921	0.223	Valid
	Y6	0.850	0.223	Valid
	Y7	0.820	0.223	Valid

Source: 2020 data processing results

From the results of the validity test in the table above, it can be seen that all indicators of each variable, namely organizational culture, leadership style, communication, and employee performance are declared valid. This is because all indicators have $r\text{-count} > r\text{-table}$ ($r\text{-count} > 0.223$).

B. Reliability Test

The reliability test is conducted to determine the extent to which the measurement results remain consistent, if two or more measurements are made of the same symptoms using the same measuring device. Reliability measurement is done using Alpha Cronbach technique. The criteria for a research instrument are said to be reliable with a Cronbach Alpha value > 0.60 (Siregar, 2013: 55). The results of the reliability test can be seen in the following table:

Table 4.7. Reliability Test Results

Variable	Cronbach's Alpha	Conclusion
Organizational culture	0.939	Relible
Leadership style	0.929	Relible
Communication	0.984	Relible
Employee performance	0.940	Relible

Source: 2020 data processing results

Based on the reliability test results in the table above, the cronbach's alpha value for each variable, namely: organizational culture, leadership style, communication, and employee performance is greater than 0.60. It can be concluded that all variables are reliable because they meet the minimum requirements of Cronbach's alpha reliability coefficient > 0.60.

4.3.1 Statistical Analysis of Data

A. Analysis of the coefficient of determination

a. Partial Determination Coefficient

Partial determination coefficient analysis is used to determine the degree of linear relationship between one variable and another, namely organizational culture, leadership style, communication, and employee performance. Based on the results of data processing with SPSS Version 24 Software, the following data were obtained:

Coefficient of Determination of Organizational Culture on Employee Performance

Table 4.8. Correlation of Organizational Culture on Employee Performance

Coefficients						
a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	Organizational	.416	.115	.436	3,637	.001

	culture					
a. Dependent Variable: Employee Performance						

Source: Results of SPSS 24 2020 data processing

Based on the results of table 4.8, the partial correlation coefficient between organizational culture and employee performance is 0.436, thus the coefficient of determination can be calculated as follows:

$$\begin{aligned}
 KD &= r^2 \times 100\% \\
 &= 0.436 \times 100\% \\
 &= 43.6\%.
 \end{aligned}$$

The coefficient value of organizational culture determination on employee performance is 43.6%. It can be concluded that the influence of organizational culture on employee performance is 43.6%, the remaining 56.4% is influenced by other variables.

1. Leadership Style Determination Coefficient on Employee Performance

Table 4.9. Correlation of Leadership Style on Employee Performance

Coefficients a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	Leadership Style	.245	.122	.237	2.019	.047

a. Dependent Variable: Employee Performance

Source: Results of SPSS 24 2020 data processing

Based on the results of table 4.9, it is obtained a partial correlation coefficient of 0.237, thus the coefficient of determination of leadership style on employee performance can be calculated as follows:

$$\begin{aligned}
 KD &= r^2 \times 100\% \\
 &= 0.237 \times 100\% \\
 &= 23.7\%.
 \end{aligned}$$

The coefficient of determination of leadership style on employee performance is 23.7%. It can be concluded that the influence of leadership style on employee performance is 23.7%, the remaining 76.3% is influenced by other variables.

2. Communication Determination Coefficient on Employee Performance

Table 4.10. Correlation of Communication on Employee Performance

Coefficients						
a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	Communication	.143	.044	.291	3,226	.002

a. Dependent Variable: Employee Performance

Source: Results of SPSS 24 2020 data processing

Based on the results of table 4.10, it is obtained a partial correlation coefficient of 0.291, thus the value of the communication determination coefficient on employee performance can be calculated as follows:

$$\begin{aligned}
 \text{KD} &= r^2 \times 100\% \\
 &= 0.291 \times 100\% \\
 &= 29.1\%.
 \end{aligned}$$

The coefficient of communication determination on employee performance is 29.1%. It can be concluded that the effect of communication on employee performance is 29.1%, the remaining 70.9% is influenced by other variables.

Multiple Coefficient of Determination

Multiple correlation analysis in this study was carried out using the Product Moment formula. From the calculation, data on the variables of organizational culture, leadership style, communication and employee performance are obtained as follows:

Table 4.11. Model Summary b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.924a	.855	.849	1,383	1,620

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

b. Dependent Variable: Employee Performance

Based on the results of data processing for organizational culture, leadership style, and communication, it can be seen directly in the Adjusted R Square, which is 0.849 or 84.9% and the remaining 15.1% is influenced by other variables.

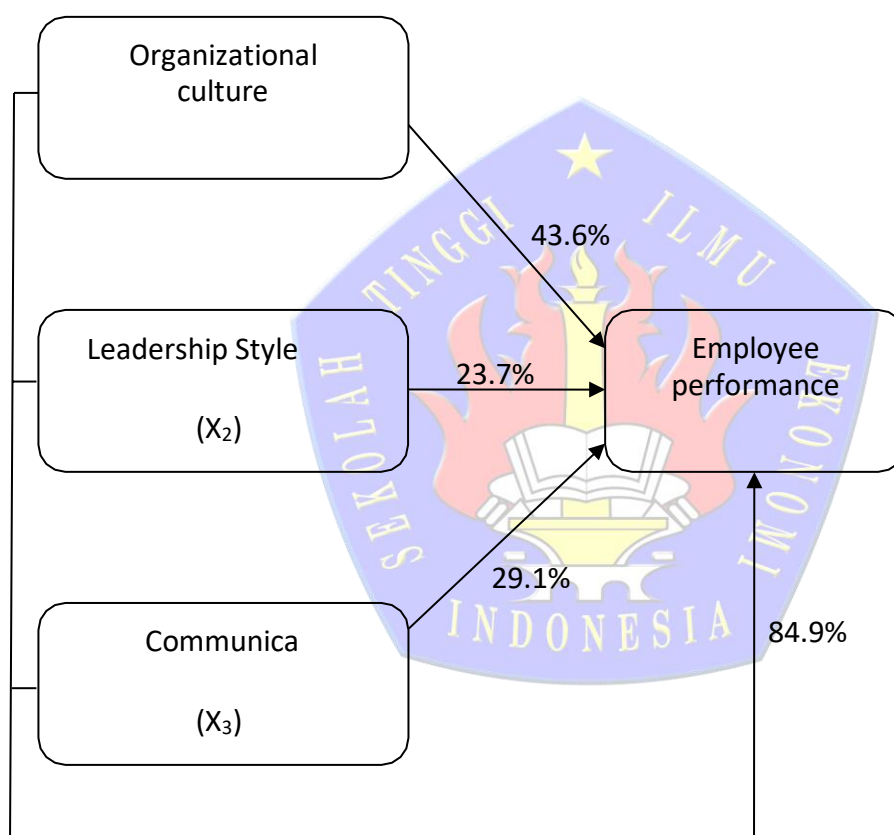


Figure 4.5. Results of Partial and Simultaneous Determination Coefficients

B. Hypothesis testing

a. Partial Testing

Table 4.12. Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,020	1,335		1,512	.135
	Organizational culture	.416	.115	.436	3,637	.001
	Leadership Style	.245	.122	.237	2,019	.047
	Communication	.143	.044	.291	3,226	.002

Dependent Variable: Employee Performance The Influence of Organizational Culture (X₁) against (Y)

H₀: $\rho_1 = 0$: partially between organizational culture and employee performance is not significant.

H_a: $\rho_1 \neq 0$: partially between organizational culture and significant employee performance.

After testing the research hypothesis and based on the results of the SPSS calculation in Appendix 15, the significance t of the organizational culture variable is 0.001, smaller than the real rate ($\alpha = 5\%$) or $0.001 < 0.05$, so it can be concluded that H₀ is rejected and H_a is accepted. , then partially significant influence organizational culture on employee performance.

The influence of leadership style (X₂) against (Y)

H₀: $\rho_2 = 0$: partially the leadership style and employee performance are not significant.

H_a: $\rho_2 \neq 0$: partially the leadership style with significant employee performance.

After testing the research hypothesis and based on the results of the SPSS calculation in appendix 15, the significance t of the leadership style variable was obtained at 0.047, smaller than the real rate ($\alpha = 5\%$) or $0.047 < 0.05$, so it can be concluded that H₀ is rejected and H_a is accepted. , then partially there is a significant influence of leadership style on employee performance.

Effect of Communication (X₃) on (Y)

H₀: $\rho_3 = 0$: partially between communication and employee performance is not significant.

Ha: $\rho_3 \neq 0$: in a manner Partial Among communication with performance employees significant.

After testing the research hypothesis and based on the attachment to the results of the SSS calculation in attachment 15, the communication variable significance t is obtained at 0.002, smaller than the real rate ($\alpha = 5\%$) or 0.645.

> 0.05 so it can be concluded that H0 is rejected and Ha is accepted, then partially it has a significant effect on communication on employee performance.

Simultaneous Testing

H0: $\rho_{123} = 0$: Simultaneously there is no significant influence of organizational culture, leadership style, and communication on employee performance.

Ha: $\rho_{123} \neq 0$: Simultaneously there is a significant influence of organizational culture, leadership style, and communication on employee performance.

Table 4.13. ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	831,881	3	277,294	144,946	.000b
	Residual	141,568	74	1,913		
	Total	973,449	77			

Dependent Variable: Employee Performance

Predictors: (Constant), Communication, Leadership Style, Organizational Culture

Source: Results of SPSS 24 2020 data processing

Based on appendix 13 of the ANOVA table, it is found that the significant F value of the organizational culture variable, leadership style, and communication on employee performance is 0,000. With $\alpha = 5\%$, it can be concluded that H0 is rejected because of the significance F (0.000) < 0.05 , so it can be concluded that there is a significant influence on organizational culture, leadership style, and communication on the performance of employees of PT Daya Radar Utama.

Table 4.14. Hypothesis test results

No.	Variable	Hypothes is test results	Conclusion
1	Organizational culture on employee performance	0.001 < 0.05	Ha accepted

2	Leadership style on employee performance	0.047 <0.05	Ha accepted
3	Communication on performance Employees	0.002 <0.05	Ha accepted
4	Organizational culture, leadership style, and communication on employee performance	0.000 <0.05	Ha accepted

Source: 2020 data processing results

V. SUMMATIONS AND SUGGESTIONS

5.1. Summation

Based on the results of the research and data analysis that has been carried out, some conclusions can be drawn from this research, namely as follows:

1. Organizational culture partially has a significant effect on the performance of employees of PT Daya Radar Utama.
2. The leadership style partially has a significant effect on the performance of the employees of PT Daya Radar Utama.
3. Communication partially has a significant effect on the performance of employees of PT Daya Radar Utama.
4. The three independent variables include organizational culture (X1), leadership style (X2), and communication (X3) on employee performance (Y) simultaneously have a significant effect on employee performance.

5.2. Suggestion

Based on the results of the above conclusions, the researcher can provide suggestions that can be taken into consideration. The things that are suggested as follows:

1. The company should pay attention to and design programs that increase the comfort and safety of employees, so that employees can provide maximum performance.
2. We recommend that leaders encourage employees to be involved in solving problems experienced by the company in order to increase the mutual relationship between employees and management.
3. We recommend that the management hold a joint event as a forum for fostering relationships between employees.

4. We recommend that PT Daya Radar Utama, provide opportunities for employees to take part in training in order to improve employee performance so that the company can compete in a growing era.

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