

# Leadership Styles and Organizational Culture Influence on Agent Productivity of PT. (Persero) Jiwasraya Insurance: The Role of Work Motivation

Tri Suyantiningsih<sup>1\*</sup>, Siswoyo Haryono<sup>2</sup>, Mulyadi<sup>3</sup>

<sup>1</sup> Management Department, STIE YPN School of Economics, Karawang, Jawa Barat

<sup>2</sup> Doctoral Program in Management, Universitas Muhammadiyah Yogyakarta, Yogyakarta, Indonesia

<sup>3</sup> Doctoral Program in Management, Universitas Persada Indonesia, Jakarta, Indonesia

\*Corresponding author. Email: stri34583@gmail.com

## ABSTRACT

This study examines leadership style and organizational culture's influence on work motivation and implications for productivity P.T. (Persero) Jiwasraya Insurance in the South Sumatra Region. The survey methods used in the research. This intended build phenomenon is descriptive; various information will be collected to test hypotheses or answer research problems. The analysis model uses SEM (Structural Equation Model) analysis. The study was conducted at P.T. (Persero) Jiwasraya Insurance in South Sumatra Region. The results showed: (1) There is leadership that is influenced by motivation (2) existence of organizational culture on work motivation, (3) there is an influence of leadership style on Productivity, (4) there is no influence of corporate culture on Productivity, (5) there is an effect of work motivation on Productivity. This study also concluded that corporate culture could affect Productivity through work motivation. Thus work motivation is an excellent intervening variable for organizational culture variables in influencing Productivity.

**Keywords:** *Leadership Style, Organizational Culture, Motivation, Productivity.*

## 1. INTRODUCTION

Life Insurance is a Persero with a life insurance business. The Government owns 100% of shares. P.T. (Persero) Jiwasraya Insurent provides satisfactory service quality to policyholders. There are 2 million customers, 1,400 employees, and 8,000 agents spread over 17 branches (Regional Office) in Indonesia. P.T. (Persero) BNI Life Insurance fulfilled with products that meet the needs, timely administrative processes, and friendly and satisfying service. [1] These three things are done and developed, providing the best service. According to Noe and Hollenbeck (2019), P.T. (Persero) Asuransi Jiwasraya has not yet optimized agents' work productivity. The Southern Sumatra Region requires corporate strategy, marketing, operations, human resources, and finance. According to [2], groups towards achieving goals. The opinion by [3], leadership can make the workforce involved in decision making. Leadership style and culture are variables in increasing Productivity. [4] define that work motivation and cultural variables can affect

work discipline quality control and work culture affect employee productivity.

## 2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

### *The Effect of Leadership Style On Work Motivation*

According to [5], leadership is concerned with the deliberate process to emphasize their substantial impact on others to guide, organize, and facilitate relationship activities in groups or organizations. According to [6], There are four leadership classifications, directive leadership styles, supportive leadership styles, participatory leadership styles, and task-oriented leadership styles. [3] Leadership motivates subordinates, so they can improve the performance of their associates in doing work.

[7] Leadership can conclude as a mutually influential relationship between leaders and followers who want real change that reflects a common goal.

According to [8], a person's business process motivation is energized, directed, and sustained towards achieving a goal. [9] the basis is extrinsic factors that originate from outside one's behavior in life; motivation is the desire to achieve a goal. According to [10], the motive is the driving force for employees' needs that need to be fulfilled to adapt to their environment. Simultaneously, motivation is a condition that moves employees to achieve their goals and motives, according to [11] behavior. Formally defines reason as a set of energy forces that come from inside and outside a person. Money as an extrinsic factor is essential, but other intrinsic factors are far more critical [12], found ten words that often used to describe how employees feel with leaders they admire: valued, motivated, enthusiastic, challenged, inspired, capable, supported, influential, respected, proud [13]. The 2014 leadership style is how leaders relate, behave, and influence people, both internal and external, to the organization. According to [14], Types of leadership can be divided into the following: 1. Charismatic types, 2. Paternalistic and maternalistic models, 3. Types of aggressive, 4. Autocratic type, 5. lesser faire type, 6. populist type, 7. administrative type, 8. democratic nature (group develop)

H1: There is an influence of leadership style on work motivation

### ***The Effect of Organizational Culture On Work Motivation***

The culture of an organization; bad organizational culture will provide results that are not optimal. [15] organizational culture is norms, values, assumptions, beliefs, philosophies, organizational habits.

[14] suggests ten factors that form the basis of organizational culture characteristics, namely individual initiative, risk tolerance, planning, feasibility, loyalty, management supervision, personality, employee rewards, management conflict, and communication systems. [16] stated motivation is an impetus for management attitudes and assessments that affect individuals to achieve their goals. According to [4], reason has two components: work behavior, achieving goals, and strength at work. Ten words describe employees' feelings towards leaders they admire, including feeling valued, motivated, feeling enthusiastic, feeling challenged, inspired, capable, supported by leaders, influential, respected, and proud.

H2: There is an effect on organizational culture on work motivation

### ***The Effect of Leadership Style On Work Productivity***

Once the importance of leadership issues to date, there are about 2000 titles explicitly published about leadership [17] According to [18] and [19] One hundred essential traits and characters that have been identified by

experts, so that it can see which are the characteristics of leaders and not leaders. [20]. Among the basic properties possessed innately and can make someone succeed in becoming a leader are: adaptable, assertive, charismatic, creative, decisive, dominant, energetic, extraverted, friendly, honest, intelligent, intelligent, masculine, outgoing, self-confident, wise. Physically, in general, the nature of a good leader is athletic, attractive, and tall. [21] Work productivity has two dimensions, namely, effectiveness in achieving maximum work and efficiency. Comparing the input with its realization [22], Productivity is a measure of the quantity and quality of action, taking into account the cost of the resources used to do the job. According to [16], motivation cannot be separated from employees' unique feelings, thoughts, and past experiences and can influence internal and external relationships within the organization.

H3: There is a relationship between leadership style and work productivity

### ***There Is An Influence of Organizational Culture On Work Productivity***

Organizational culture consists of norms, values, assumptions, beliefs, and philosophies. [23]. Organizations influence the mindset, attitudes, and behavior of organizations in achieving organizational goals [24]. Organizational culture has values and norms that can control interactions between corporate members and people outside the regulatory environment. [21] and [25] show that Productivity is the relationship between the output of services and labor input in goods and money. [26] Productivity is the ratio between the production to information as well as the number and quality of employees. [27], the target to be achieved depends on technology.

H4: Organizational culture affects work productivity

### ***The Relationship of Work Motivation To Work Productivity***

According to [18], employee work motivation is called "super motivation," where employees are continuously motivated optimally in improving performance. [6] The reason is the prime mover of a person doing his job. [19] every manager has a theory to motivate his employees; only one method is suitable to drive according to needs. According to [28], in determining employee performance by looking at work abilities, motivation, and work goals. According to [29], six factors determine Productivity with work attitudes and loyalty, according to education and teamwork. Motivation encourages individuals to take action; satisfaction will make positive choices. According to [30], the cause needs achievement, strength, and affiliation.

H5: There is a relationship between motivation and Productivity.

Figure 1 shows the results of a theoretical and empirical framework:

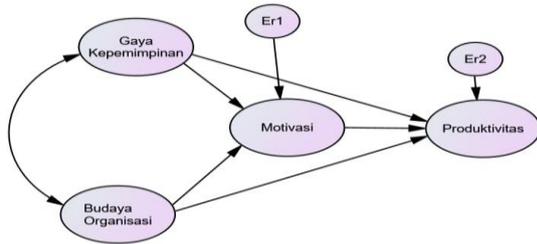


Figure 1. Research conceptual framework

### 3. RESEARCH METHODOLOGY

Descriptive research methods and survey methods are used. The analysis model uses SEM (Structural Equation Model) analysis, which can directly analyze the latent variables, indicator variables, and measurement errors. The number of samples ranges from 100-200 or at least five times the number of indicators. [31] The studies used 100 examples with descriptive statistical analysis and Partial Least Square (PLS) using the smart PLS 3.0 software program.[32] Descriptive data analysis methods are statistics by describing data that has collected generally accepted conclusions or generalizations [31]. Partial Least Square (PLS) is a method of analysis that does not assume that the data must be in a particular measurement scale. The sample size can be in small amounts, helping researchers obtain latent variable values for predictive purposes. The formal model defines latent variables as linear aggregates of indicators.

#### Population and Sample

The sample in this study was taken and determined proportionally random sampling. The number of pieces used follows SEM Smart PLS 3.0 program [33]. The research population referred to here are all P.T. (Persero) Jiwasraya Insurance South Sumatra Region. While the sample in this study is a requirement for the number of pieces that must be met if using Structural Equation Modeling (SEM) analysis, the number of works ranges from 100-200 or at least five times the number of indicators.[34]. Based on the opinion above, the study using 100 samples.

#### Types and Data Collection Methods

This research approach is a survey with a combined system (mixed method) between descriptive-qualitative and quantitative-inferential.[35] This study's cause and effect analysis investigate the relationship of dependent variables (endogenous) with independent variables (exogenous). The hypothesis can empirically test through statistical techniques—data collection method using a questionnaire distributed to respondents who then filled

in the answers. Answers from respondents were then scored using a Likert scale of responses 1 to 5.

#### Data Analysis Technique

This study's data analysis techniques were descriptive statistical analysis and Partial Least Square (PLS) In calculating the Smart PLS 3.0 program. statistical data used to analyze data by describing the data that has been collected can be concluded and generally accepted.[36] In the analysis of Partial Least Square (PLS). PLS is part of Structural Equation Modeling (SEM), which analyzes latent variables in indicator variables. Errors can arise from the indirect measurement. Analysis with Partial Least Square (PLS) assumes data on an absolute scale even with a small sample, [37], researchers can get latent variable values for predictive purposes. The formal model defines latent variables as linear aggregates of indicators. The estimation results in PLS can be categorized into three, namely the estimated weight used to score latent variables, the predicted path used by latent variables, and between variables with indicator blocks and the associated facility and location parameters (constant regression value).

### 4. RESULTS AND DISCUSSION

#### Validity and Reliability

In this study, the testing of the instrument was carried out by testing the validity and reliability.[38] Validity test is done by (1) Convergent Validity test, expected value > 0.7. According to [18], early stages of research and development of a measurement scale for the value of 0.5 - 0.6 are considered sufficient. In this study, a loading factor limit of 0.50 will be used. (2) Discriminant Validity test by comparing the loading value of the intended variable must be greater than the loading value with other variables. (3) Average Variance Extracted (AVE), expected AVE value > 0.5. The reliability test in the study conducted using a composite reliability test, said to be reliable if it has a composite reliability value  $\geq$  of 0.7. Validity and reliability tests were processed using Smart Pls 3.0 [39]

#### Hypothesis Testing

Hypothesis testing is done using the Structural Equation Modeling, model Partial, Least Square technique, which aims to test the influence of each variable of leadership style, organizational culture, work motivation, and work productivity. In testing the hypothesis based on the significance of the path coefficient obtained from the t-statistical value and the standardized path coefficient value. Hypothesis testing on the loading factor, which is higher than the critical value (> 1.96). The Result is:

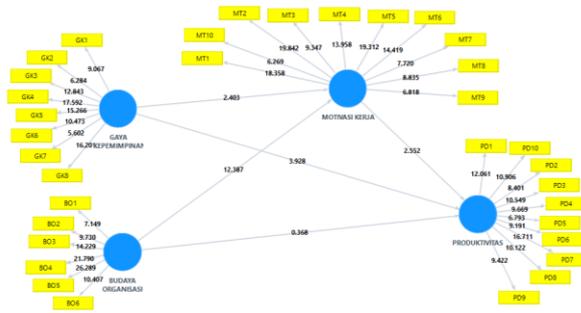


Figure 2. Results of research analysis with PLS

Table 1. Test Results of Direct Effect

No	Direct Influence	Coefficient	P-Value
1	Leadership Style → Kerja Work Motivate	0.157	0.017
2	Organizational Culture → Work Motivation	0.762	0.000
3	Leadership Style → Productivity	0.379	0.000
4	Organizational Culture → Productivity	-0.095	0.713
5	Work Motivation → Productivity	0.588	0.011

Source: Smart PLS output, processed by researchers

### The Effect of Leadership Style on Work Motivation

Hypothesis testing (H1) proves that leadership style affects work motivation. p-value 0.017 < 0.05 or the strength coefficient of 0.157 (15.7%). Statistical examinations prove that leadership style has a positive effect on work motivation. This study's results are in line with research conducted by Amalia et al. (2016); leadership style has a positive and significant effect on work motivation.[4] It can be concluded that leadership style has a positive and significant effect on work motivation. The test results are in line with [24] various leadership styles can be used by a leader to influence and motivate his subordinates to improve his subordinates' performance in doing work.

### Organizational Culture Influences Work Motivation

Hypothesis testing (H2) can prove that there is an influence of organizational culture on work motivation. The coefficient p-value is 0.000 < 0.05, the base coefficient of 0.762 (76.2%). Statistical tests prove that organizational culture has a positive and significant effect on work motivation. This study's results align with research, which states that organizational culture can influence work motivation.[40] says that there is a significant influence of corporate culture on employees' work motivation.

### The Effect of Leadership Style on Productivity

The hypothesis testing (H3) prove that there is an influence of leadership style on work productivity. Obtained a p-value coefficient of 0.000 < 0.05, or based on the influence coefficient of 0.379 (37.9%). The statistical test proves that leadership style has a positive and significant effect on work productivity. This study's results are in line with research conducted by [41], stating that leadership style and culture are variables that need to be considered in increasing Productivity. As quoted by [42], opinion reveals four types of leadership classifications: directive leadership style, supportive leadership style, participative leadership style, and task-oriented leadership style. Various leadership styles can be used by a leader to influence and motivate his subordinates to improve their subordinates' performance.

### Organizational Culture Influences Productivity

The hypothesis testing (H4) state that there is no influence of organizational culture on work productivity. The p-value coefficient of 0.713 > 0.05, or based on the ratio of the power of -0.095 (-9.5%) This test statistically states that organizational culture does not affect work productivity. [43]The results of this test contradict the hypothesis in this study. Still, this study's results are in line with the opinion of [7], which states that there is no influence of organizational culture on employee productivity. Then research [2] says that corporate culture does not significantly affect employee performance.

### Effect on Work Motivation on Productivity

Hypothesis testing (H5) shows that work motivation affects work productivity. Obtained a p-value coefficient of 0.011 < 0.05, or based on the influence coefficient of 0.588 (58.8%) This test statistically proves that work motivation has a significant positive effect on work productivity. This study's results align with research conducted by [3] reason and work culture affect discipline in increasing work productivity.[44], states that work motivation affects employee performance.

Table 2. Test Results of Total Effect and Indirect Effect

No	Indirect Influence	Coefficient	P-Value
1	Leadership Style → Productivity	0,088	0,057
2	Organizational Culture → Productivity	0,448	0,023

Total and Indirect Influence

The results of hypothesis testing prove that there is an indirect influence of leadership style on work

productivity. Obtained a p-value coefficient of  $0.057 \geq 0.05$ , or based on the ratio of power amounting to 0.088 (8%). Statistically, it shows that leadership style has a positive and significant effect on work productivity. according to the opinion by [41], leadership style and culture need to be considered in increasing Productivity. [45; 46] reveals four types of leadership classifications: directive leadership style, supportive leadership style, participative leadership style, and task-oriented leadership style. Various leadership styles can be used by a leader to influence and motivate his subordinates to improve their associates' performance.

The hypothesis proves that there is an indirect effect of culture on work productivity. p-value coefficient of  $0.023 < 0.05$ , or based on the coefficient of influence of 0.448 (44.8%). This test statistically proves organizational culture has a positive and significant effect on work productivity [45] states that leadership style and culture are variables that need to be considered in increasing Productivity. [40; 47] explains that work motivation and cultural variables can affect work discipline, which will simultaneously increase work productivity; in her research, she explained that quality control and work culture affect employee work productivity. [30] states that quality resources will not provide optimal work results without a high organizational culture and internalized by its members. The opinion of [41] states that it is necessary to have both internal and external support from employees.

Based on the results, the Productivity variable has a real influence of 0.088 compared to the power of the overall leadership style and motivation on Productivity. Each leadership style is 0.157 and cause is 0.588) Thus, the management should prioritize the motivation variable as an essential factor to increase Productivity.

## 5. CONCLUSION AND RECOMMENDATION

The research results described that: (1) leadership style has a positive effect on work motivation—P-value of 0.017. This study's results are in line with research, (2) organizational culture has a significant positive impact on work motivation with a p-value of  $0,000 < 0.05$ . This study's results are in line with research conducted [40], (3) leadership style has a significant positive effect on work productivity with a p-value of  $0,000 < 0.05$ . This study's results are in line with research conducted by [41], (4) organizational culture does not affect work productivity negative coefficient value (-0.095), p-value  $0.713 > 0.05$ . Hypothesis study, t of this study are in line with the opinions of [16]. (5) work motivation has a positive and significant effect on work productivity. it is following the research that has been done by [2].

## AUTHORS' CONTRIBUTIONS

Tri Suyantiningsih carried out the research, wrote, and revised the article. Haryono Siswoyo and Mulyadi conceptualized the research ideas and theoretical framework.

Tri Suyantiningsih also anchored the review, revisions and approved the article submission.

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