

Examination The Role Of Self-Leadership And Work Culture To Improveworker's Performance

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Abstract: This study aims to examine the influence of self-leadership and work culture on the performance among weaving workers in Klungkung Regency. The research sample consisted of 92 respondents, consisting of weaving workers who worked at home. Data retrieval is based on the questionnaire prepared according to the variable under study. The results of data tabulation are then processed with the SmartPLS program 3.2.7. Based on the results of data analysis it can be concluded that self leadership and work culture show a significant positive influence on the performance of weaving workers in a number of weaving companies in Klungkung Regency. Work culture shows its role as a partial mediator in self-leadership relationships to performance.

Keywords: self-leadership, work culture, individual performance

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I. INTRODUCTION

The weaving craft business is one of a number of small and medium micro enterprises (MSMEs). As a small and medium micro business, weaving business plays an important role in the economy. However, its existence is currently experiencing very tight competition, so it must strive to remain able to show its existence as a local product that has its own uniqueness. Especially the ability to produce quality products in the amount needed by consumers. In this regard, weaving workers are required to have the ability to prepare themselves to work as well as possible, especially the ability to lead themselves in carrying out work activities. This is needed in achieving goals, both individuals and organizations (Manz, 1983 [1]; Ram, 2015 [2]; Pircher, 2015 [3]). Self-leadership is considered the most powerful driver for improving individual performance in MSMEs (Ziyae & Heydari, 2016) [4]. Perez & Iqbal (2007) [5] say that self leadership plays a key role in efforts to achieve individual goals. Facing increasing organizational challenges, the development of self leadership becomes very important (Furtner et al., 2012) [6].

In addition to self leadership, a positive work culture is able to influence the increase in work productivity (Darodjat, 2015:29) [7]. This is also supported by Sinha et al. (2010) [8], who suggested that work culture can positively improve Worker's Performance. Work culture is a very important factor in work, especially to improve the quality of work, so as to produce good performance. According to Darodjat (2015: 31) [7], work culture has meaning, namely discipline, openness, mutual respect and cooperation. The work culture is able to create job satisfaction for employees, improve the quality of human resources, quality and quantity of work results (Titisari, 2012) [9]. Work culture has a strong influence on job satisfaction and ultimately affects Worker's Performance. Culture is able to encourage higher job satisfaction, so employees become more productive. Arianto (2013) [10]; Idris (2015) [11]; and Timane & Pendke (2015) [12] stated that work culture has a positive influence on Worker's Performance. Therefore, research on self-leadership and work culture becomes very interesting to apply to weaving workers, to find out the extent to which self-leadership and their work culture have affected their performance.

II. INTRODUCTION

2.1 Work Culture

According to Kotter & Heskett (1992) [13] and Luthans (1998) [14], defining work culture as norms and values of work behavior of people involved in an organization. Joshi (2012) [15] states that work culture is a work activity related to values, norms, habits. Work culture is a way of thinking or the way someone gives meaning to work (Moehariono, 2012: 346) [16]. According to Darodjat, (2015: 28) [7], work culture is social values or overall behavior patterns in carrying out activities or work. Further explained, work culture is a work attitude, as well as an individual's way of working that relies on generally accepted values and has become the nature, habits and driving forces that give positive power to individuals to always succeed in work.

Ndraha (in Darodjat, 2015: 37) [7], states that work culture consists of attitudes toward work and behavior when carrying out work. The same thing is stated by Suparyadi (2016: 466) [17], that the elements of work culture consist of attitudes towards work and work behavior. Work attitude is a perception of work based on the values felt by workers / employees, while work behavior is the actions taken in carrying out tasks or work. He also explained that attitudinal indicators of work include: work, sense of responsibility, and willingness to sacrifice, and work behavior indicators consist of discipline, hard work, creative, cooperative, independent, and like to help colleagues

2.2 Self-Leadership

Horner (1997) [18] illustrates self leadership as a collection of strategies to lead oneself to improve work performance, effectiveness, and self sensitivity. Self leadership plays a key role in achieving organizational goals (Perez and Iqbal, 2007 [5]; Pircher, 2015) [3]. According to Ozturk (2015) [19], it is very important to develop self leadership for employees in organizations to build morale growth to improve the performance of individuals and organizations.

Self leadership is also defined as a process contained in a person who is directed to increase motivation and behavior, in ways that match the expectations of others (Konradt, et al, 2009) [20]. Houghton and Yoho (2005) [21]; D'Intino, et al (2007) [22]; Ho and Nesbit (2009) [23], define self leadership as a process of influencing oneself to foster self-direction and self-motivation needed in work. The stronger one's self leadership, the greater their performance increases (Hauschildt & Konradt, 2012 [24]; Ho & Nesbit, 2014 [25] and Shad, et al, 2015) [26].

According to Prussia, et al (1998) [27]; Norris (2008) [28]; Houghton and Neck (2002) [29]; Tabak, et al (2011) [30]; Mansor, et al (2013) [31]; Tat (2013) [32], and Shad, et al (2015) [26] there are 3 (three) large groups of strategies in self leadership, namely: (1) behavior-focused strategies, (2) natural reward strategies, and (3) strategies of constructive thought pattern strategies. Where each dimension has a number of indicators, but in this study uses the concept of Houghton & Neck (2002) [29], which uses nine indicators as a measure of self-leadership, namely determining one's own goals, compensating himself, giving his own punishment, seeing his own abilities , create their own working atmosphere, respect themselves, think positively, imagine the ability to complete work, strengthen self-confidence.

2.3 Individual Performance

Schein (1990) [33], said that Worker's Performance is the result of work achieved by an employee or organization in a certain period of time. According to Draft (2000) [34], performance (performance) is defined as the ability of employees to achieve the goals of individuals or organizations by using resources effectively and efficiently. Rivai and Sagala (2011: 548-549) [35], states that performance is the real behavior that is displayed by everyone as the work performance that is produced.

According to Wibowo (2012: 87) [36], performance is the result of the act of doing something right at the right time. Performance is defined as an illustration of the level of achievement of activities / programs / policies, using a number of resources to achieve the stated objectives (Sembiring, 2012: 81) [37]. Uha (2013: 214) [38], states the performance as a result of the function of a person's work / activity / group, which is influenced by several factors to achieve a goal within a certain period of time. According to Fahmi (2013: 127) [39], performance is the result obtained from carrying out both profit and non-profit activities in a certain period of time. Thus the performance of employees is the result of work or output (output) that is able to be produced by an employee in carrying out work activities at a certain time period.

The elements of Worker's Performance consist of: quantity of results, quality of results, timeliness of results, attendance, and ability to work together (Mathis and Jackson, 2011: 378) [40]. According to Suparyadi (2015) [17] suggested aspects of performance appraisal specifically for manufacturing companies consisted of: quantity of work, quality of work results, timeliness of work completion, creativity, and collaboration.

2.4. Outline the Concepts and Research Hypotheses

Based on the theoretical foundation and a number of results of previous research, a conceptual framework was constructed as shown in Figure 1.

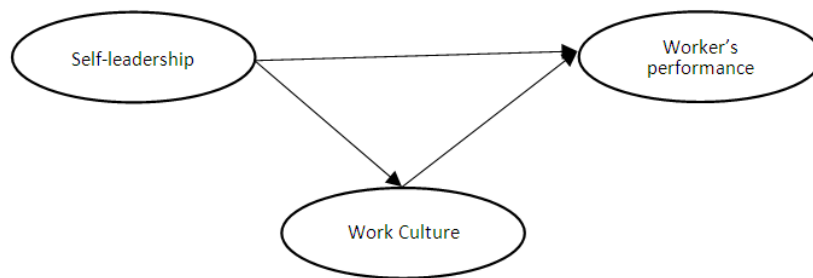


Figure 1. The Conceptual Framework of Relationships between Self Leadership, Work Culture, and Worker's Performance

Based on the research concept framework as shown in Figure 1, the research hypothesis can be formulated as follows:

- Hypothesis 1: Self leadership has a significantly positive effect on the work culture of ikat weaving workers
- Hypothesis 2: Self leadership has a significantly positive effect on the performance of tie weaving workers
- Hypothesis 3: Work culture has a significantly positive effect on the performance of tie weaving workers
- Hypothesis 4: The work culture mediates the relationship between self-leadership and the performance of woven weaving workers

III. METHODOLOGY

3.1. Research Sites

This research was conducted on employees at 55 weaving companies in Klungkung Regency. This is done considering that Klungkung is a center for weaving crafts.

3.2. Research Populations and Samples

The number of weaving employees in Klungkung Regency based on data from the Cooperative and Trade Office in Klungkung Regency in 2016 was 1082. Based on Slovin calculations with a precision level of 10%, the number of samples was 92 to be used as research respondents. Determination of the number of samples and research respondents in each weaving company is carried out proportionally random sampling.

3.3. Data Analysis

Data analysis was performed using the SmartPLS 3. 0 program through three stages, namely the outer model test phase consisting of convergent validity, discriminant validity, composite reliability, and Cronbach's Alpha. The Inner model test consists of R-Square (R^2), Q-Square Predictive Relevance (Q^2), and Godness of Fit (GoF). Finally is testing the research hypothesis.

V. RESULT AND DISCUSSION

4.1. Characteristics of Respondents

Characteristics of respondents consisted of gender, age group, education, and years of service shown in Table 1. Based on Table 1, all study respondents were women with a major age group between 31 years to 40 years. The education level is mostly elementary school (elementary school, and the working period is between 3 and 6 years

Table 1
Characteristics of Research Respondents by Gender, Age Group, Education Level, and Leng of Work

Clasiification		Frekuensi	Percentage
Gender	Man	0	0,00
	Woman	92	100,00
	Total	92	100,00
Age (year)	20 - 30	27	29,35
	31 - 40	46	50,00
	41 - 50	19	20,65
	Total	92	100,00
Education	Primary School	87	94,57
	Secondary School	3	3,26
	High School	2	2,17
	Total	92	100,00

	< 3	6	6,52
Leng of work (year)	3 – 6	71	77,17
	7 – 10	15	16,30
	Total	92	100,00

Source: Data processed, 2018

4.2. Test Validity and Reliability

The results of the validity and reliability test on the indicators of the research variables are shown in Appendix 4a, where the outer loading shows a value between 0,581 – 0,938 (greater than 0.50). Seen discriminant, the root of AVE is greater than the correlation coefficient between variables, it can also be said to be valid. The Cronbach's Alpha coefficient and composte reliability show values greater than 0.60, so based on this it can be said to be valid and reliable.

4.3. Analysis of the Research Model

The results of data analysis show the coefficient R2 for the influence of self leadership (X) on work culture (Y1) is equal to 0.573 (large). This implies that 57.3% of work culture is influenced by self leadership, the remaining 42.7% is another factor outside the research model. Similarly, the influence of self leadership (X) and work culture (Y1) on Worker's Performance (Y2) shows a value of 0.781 (large). This shows that 78.1% of Worker's Performance is influenced by self leadership and work culture, only 21.9% factors outside the research model.

The calculation of Q-Square (Q2) as in Appendix 4g shows a value of 0.9065 (large). This figure shows that this model is able to provide predictive accuracy of 90.65%. Also, the calculation of Goodness of Fit (GoF) as in Appendix 5-h shows a value of 0.6559 (large). This figure illustrates that the model has a large degree of accuracy. Based on the analysis of the accuracy of the model through three approaches, it turns out that the model has a large level of accuracy, so that it can be continued for the next step of the process.

4.4. Hypothesis Testing

Disclosure of the results of the research hypothesis testing is shown in Figure 2, and is reinforced by Table 2 as follows:

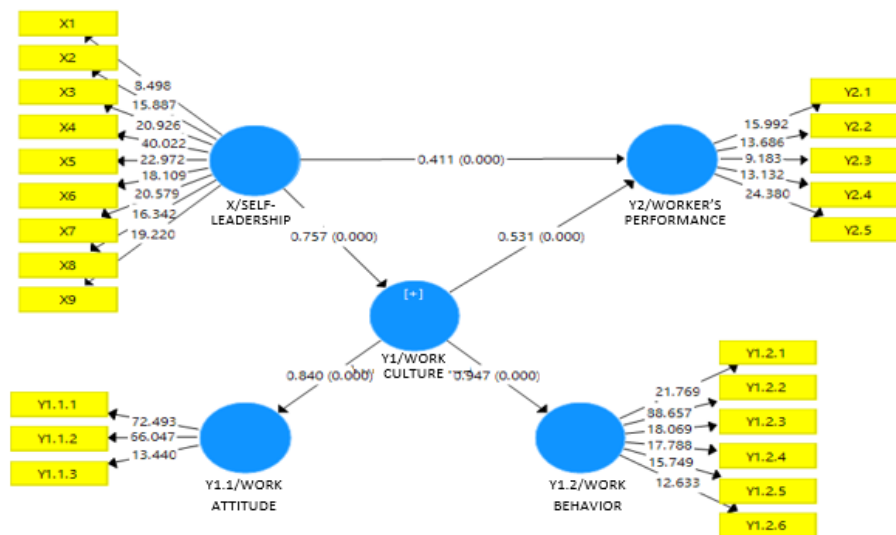


Figure 2. Path Coefficient of Self Leadership, Work Culture, and Worker's Performance

Table 2
Path Coefficients Direct and Indirect Effects of Self Leadership, Work Culture, on Worker's Performance

Relation between Variabels	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	P-values	Information
X/Self-leadership → Y ₁ /Work culture	0,757	0,754	0,040	0,000	H ₁ accepted
X/Self-leadership → Y ₂ /Worker's performance	0,411	0,417	0,071	0,000	H ₂ accepted

Y ₁ / Work culture → Y _{1.1} /Work Attitude	0,840	0,838	0,034	0,000	H ₃ accepted
Y ₁ / Work culture → Y _{1.2} /Work Behavior	0,947	0,947	0,011	0,000	H ₄ accepted
Y ₁ / Work culture → Y ₂ / Worker's performance	0,531	0,527	0,070	0,000	H ₅ accepted
X/ Self-leadership → Y ₁ / Work culture → Y ₂ / Worker's performance	0,402	0,398	0,061	0,000	H ₆ accepted

Source: Data processed, 2018

Based on Figure 2 and Table 2, it can be concluded that all hypotheses are accepted.

4.5 Discussion

a) Effect of Self Leadership on Work Culture

Based on the results of the analysis of research data it can be proven that self-leadership has a significantly positive effect on the work culture of ikat weaving employees in Klungkung. This proves that self leadership significantly influences the work culture of ikat weaving employees in Klungkung. Stronger self leadership can strengthen the work culture of employees, especially in improving employee work behavior. Someone who has good self leadership skills tends to show more focused, more disciplined, creative, and responsible work behavior.

The results of this study are in line with the results of previous studies namely Carmali, et al. (2006) [41]; Rahmisyari (2015) [42]; Ozturk (2015) [19]; Park, et al., 2015) [43]; and Sarmawa et al. (2017) [44].

b) Effect of Self Leadership on Worker's Performance

The results of statistical tests prove that the self-leadership of the ikat weaving employees in Klungkung influences its own performance positively and significantly. The meaning is, that better self-leadership abilities are able to encourage improvement in their performance. Through behavior focusing on work, respecting the performance that is produced, and having a positive outlook, it turns out that it can increase the quantity, quality, and timeliness of completing work better. A number of results of previous studies found that self leadership was significantly capable of influencing performance, such as the results of research conducted by Manz (1992) [45], DiLiello and Houghton (2006) [46], Politis (2006) [47], Konradt et al. (2009) [20], Hauschildt & Konradt (2012) [24], Warwer (2013) [48], Ho & Nesbit (2014) [25], Shad et al. (2015) [26], and Long et al. (2015) [49].

c) Effect of Work Culture on Worker's Performance

The influence of work culture on Worker's Performance proved to be statistically significant positive. This implies that the stronger the work culture of employees can encourage an increase in the performance of ikat weaving employees in Kungkung. The better attitude and work behavior of employees, which is reflected by the increasing likes, responsibilities, willingness to sacrifice, discipline, diligence, creativity, and mutual assistance among fellow colleagues can enhance the quality and quantity of work, and the accuracy of work completion.

These results confirm a number of results of previous studies which found that work culture positively significantly affected individual performance, including Sinha et al. (2010) [8], Titisari (2012) [9], Arianto (2013) [10], Khattak et al. (2013) [50], Khuzaeni et al. (2013) [51], Rahman (2013) [52], Indraputra & Sutrisna (2013) [53], Singh & Mehta (2013) [54], Oredein & Akinriolu (2013) [55], Ehimen et al. (2013) [56], Idris (2015) [11], Rismawati et al. (2015) [57], and Timane & Pendke (2015) [12].

c) Role of Work Culture Mediating the Effects of Self Leadership on Work Culture

The indirect effect statistical test results show that the influence of self leadership on Worker's Performance through work culture on ikat weaving in Klungkung shows a significant positive effect. That is, the work culture acts as a mediator of the relationship between self-leadership and the performance of the ikat weaving employees in Klungkung. The existence of a work culture is able to increase the influence of self leadership on Worker's Performance almost fifty percent compared to the absence of a work culture. Based on the answers to the two previous hypotheses, this implies that the work culture is able to increase the influence of self leadership on Worker's Performance. That is, the work culture is able to mediate the relationship between self leadership and the performance of weaving workers in Klungkung Regency. A stronger work culture can strengthen the influence of self-leadership on the performance of weaving workers.

VI. CONCLUSIONS

Based on the results of the discussion as stated, it can be concluded as follows:

- a. Self leadership has a significant positive effect on the work culture of ikat weaving employees in Klungkung. This means that the strengthening of self leadership in each employee can improve the work culture of the employee.
- b. Self leadership has a significant positive effect on the performance of ikat weaving employees in Klungkung. The meaning is, that the strengthening of self leadership is also able to enhance the performance of employees in the company.
- c. The work culture has a significant positive effect on the performance of ikat weaving employees in Klungkung. This result gives the meaning that strengthening the work culture of an employee can enhance their performance.
- d. The work culture acts as a mediator of the relationship between self-leadership and the performance of the ikat weaving employees in Klungkung. That is, a strong work culture is able to increase the influence of self-leadership on Worker's Performance at the company.

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