

The Influence of Organizational Culture, Work Environment, and Leadership Style on Employee Performance Through Work Motivation at PT Indobaja Primamurni

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Abstract

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This research was conducted with the aim of determining the influence of organizational culture, work environment and leadership style, on employee performance through work motivation. This study uses a quantitative method, with a saturated sample of 121 respondents analyzed through the SmartPLS program and produces findings that (1) organizational culture has an influence on employee performance; (2) the work environment has no influence on employee performance; (3) leadership style has no influence on employee performance; (4) organizational culture has an influence on work motivation; (5) the work environment has a positive and significant influence on work motivation; (6) leadership style has an influence on work motivation; (7) work motivation has an influence on employee performance; (8) organizational culture has an influence on employee performance through work motivation as a partial mediation; (9) the work environment has an influence on employee performance through work motivation as full mediation, while (10) leadership style has an influence on employee performance through work motivation as full mediation.

Keywords: Organizational Culture, Work Environment, Leadership Style, Work Motivation, c

INTRODUCTION

The economic system is an important thing in advancing a country's economy. Human Resource issues are still in the spotlight and a mainstay for companies to survive in the era of globalization. Companies are required to continuously improve their competitiveness. Performance is an indicator in determining how efforts to achieve high levels of performance or productivity in an organization. High work motivation for employees will affect optimal performance (Susanti et al., 2020). Companies really need competent and quality human resources, especially in this era of globalization. All companies must be ready to adapt and strengthen themselves in order to compete so that they are able to answer all challenges in the future Purnamasari, (2021).

One of the efforts that can be made by companies to maintain the quality of human resources is to form an organizational culture that supports improving employee performance (Tutu et al., 2022). Changes in the company are possible with organizational culture. The application of culture in a company will also shape the character of employees in carrying out. In

addition to organizational culture factors and the work environment that play a role in improving employee performance. A conducive work environment will create optimal performance. a big role is also needed from the company's leadership. Leadership style factors that affect performance (Aprilianti & Syarifuddin 2022). Leadership style is a characteristic or type of behavior that is described by how a leader leads his subordinates to achieve a goal. (Novita Sari & Dian Septianti, 2020).

The role of the work environment in a company is also a factor that influences employee performance. Oktavia & Fernos (2023) explain that the work environment is a condition where a good workplace includes physical and non-physical which can give the impression of comfort, safety, peace, a feeling of being at home and so on. Darmadi (2020) the work environment is something that is around employees so that it influences an individual in carrying out the obligations that have been assigned to him, such as air conditioning, good lighting and so on. The work environment in a company is very important to get attention from company leaders because a conducive and comfortable work environment will affect the effectiveness and productivity of employees in the company. A conducive work environment provides a sense of security and allows employees to work optimally. If employees like the work environment where they work, then the employee will feel at home in their workplace, carrying out their activities so that working time is used effectively. A good work environment will create work enthusiasm, thereby increasing work productivity. This means that work can be completed according to the correct standards

From this research there is novelty through the mediation of work motivation which is expected to help improve employee performance and the majority. And it can be seen that previous researchers used work motivation variables as variables that directly influence organizational culture, work environment and leadership style.

Based on the explanation above and the existence of several gaps in previous research, the researcher is interested in conducting more in-depth research on "The Influence of Organizational Culture, Work Environment and Leadership Style on Employee Performance Through Work Motivation at PT Indobaja Primapura".

METHODS

The research method explained by Sugiyono (2022: 2) is a scientific method to obtain data with certain goals and uses. In this study, the method that will be used is descriptive and verification with a quantitative approach. The quantitative approach is a research approach based on the philosophy of positivism, which is used to research certain populations or samples. Data collection is carried out using research instruments, data analysis is quantitative or statistical, with the aim of describing and testing the established hypotheses (Sugiyono 2022: 23).

RESULTS AND DISCUSSION

Organizational Culture, on Employee Performance

The influence of Organizational Culture, on Employee Performance. The result of the Original sample 0.747 is positive because it is above zero and below one, the t-statistic value is greater than the t table ($t_{stat} > 1.960$) which is 14.434 and the P-Values value is 0.000 less than 0.05 so that it is stated that Organizational Culture has a significant influence on Employee Performance, meaning that the better the Organizational Culture will have a significant effect on the better Employee Performance.

The results of this study are supported by Novita Sari & Dian Septianti, (2020) who stated that Organizational Culture has a positive and significant influence on Employee Performance. Another study by Susanti et al., (2020) which revealed that Organizational Culture has a positive and significant effect on Employee Performance. The better the Organizational Culture implemented by company leaders, the higher the Employee Performance. Other previous research conducted by Firdiansyah et al., (2022), Jatiningrum et al., (2023) and Taqwa Sultan, (2023) revealed that Organizational Culture has a positive and significant influence on Employee Performance.

Work Environment (X2) on Employee Performance

The hypothesis of the influence between the Work Environment on Employee Performance produced an original sample value of -0.021 with a negative value. The T statistic value of 0.443 shows that the t statistic value is smaller than the t table ($t_{stat} < 1.960$) and the P-values of 0.658 are more than 0.05, so it is stated that the Work Environment has a negative and insignificant influence on Employee Performance, meaning that the better the Work Environment (X2) will not have a significant effect on the better Employee Performance (Y).

The results of this study are different from the research by Kamil Hafidzi et al., (2023) which explains that the Work Environment has a positive effect on Employee Performance. The better the company's work environment will increase employee performance. Other previous studies conducted by Maulia Sri Dewi et al., (2023), Farhan et al., (2023) and Firdiansyah et al., (2022) show that the work environment has a positive and significant effect on employee performance.

Leadership Style on Employee Performance

The hypothesis of the influence between Leadership Style on Employee Performance obtained an Original value of 0.033 which is positive because it is above zero and below one, the t-statistic value of 0.673 is smaller than the t table ($t_{stat} < 1.960$) and P-values of 0.501 are more than 0.05 so that it is stated that Leadership Style does not have a significant influence on Employee Performance, meaning that the better the Leadership Style will not have a significant effect on the better Employee Performance.

The results of this study are contrary to previous research by Jatiningrum et al., (2023) which explains that Leadership Style has a positive effect on Employee Performance. The better the company's Leadership will increase Employee Performance. Other previous studies conducted by Erri et al., (2021), Novita Sari & Dian Septianti, (2020), and Firdiansyah et al., (2022) show that Leadership Style has a positive and significant effect on Employee Performance.

Organizational Culture on Work Motivation

The hypothesis of the influence between Organizational Culture on Work Motivation obtained an Original value of 0.391 which is positive because it is above zero and below one, the t-statistic value of 5.049 is greater than the t table ($t_{stat} > 1.960$) and P-values of 0.000 are less than 0.05 so that it is stated that Organizational Culture has a positive and significant influence on Work Motivation, meaning that the better the Organizational Culture will have a significant effect on the better Work Motivation.

The results of a study that agrees with this were conveyed by Jatiningrum et al., (2023) explaining that Organizational Culture has a positive effect on Work Motivation. Another study presented by Fatiria & Nawawi, (2021) stated that Organizational Culture has a positive and significant influence on Work Motivation. The better the Organizational Culture provided will motivate employees to improve their performance.

Work Environment on Work Motivation

The hypothesis of the influence between the Work Environment on Work Motivation obtained the Original sample value of 0.287 which is positive because the value is above zero and below one, the T statistic value of 3.872 is greater than the t table ($t_{stat} > 1.960$) and P-Values of 0.000 the value is less than 0.05 so that it is stated that the Work Environment has a positive and significant influence on Work Motivation, meaning that the better the Work Environment will have a significant effect on the better Work Motivation.

Supported by research by Kale et al., (2023) states that the Work Environment has a positive and significant influence on Work Motivation. The better the work environment of a company, the more it will motivate employees to improve their performance. In contrast to the research by Fatiria & Nawawi, (2021), other previous research by Jatiningrum et al., (2023), and Kamil Hafidzi et al., (2023) also showed that the work environment influences work motivation.

Leadership Style on Work Motivation

The hypothesis of the influence between Leadership Style on Work Motivation obtained the Original sample value of 0.285 which is positive because the value is above zero and below one, the T statistic value of 3.645 is greater than the t table ($t_{stat} > 1.960$) and P-Values of 0.000 the value is less than 0.05 so that it is stated that Leadership Style has a positive and significant

influence on Work Motivation, meaning that the better the Leadership Style will have a significant effect on the better Work Motivation.

Supported by Research by Kale et al., (2023) states that Leadership Style has a positive and significant influence on Work Motivation. The better the leadership style applied, the more it will motivate employees to improve their performance. In contrast to the research conducted by A. A.. Other previous research by Hafidzi et al., (2023), Jatiningrum et al., (2023) and Fatiria & Nawawi, (2021) also showed that Leadership Style has an effect on Work Motivation.

Work Motivation on Employee Performance

The hypothesis of the influence between Work Motivation on Employee Performance obtained the results of the Original sample 0.208 with a positive value because the value is above zero and below one, the T statistic value of 3.058 is greater than the t table ($t_{stat} > 1.960$) and the P-Values of 0.002 are less than 0.05. So it is stated that Work Motivation has a significant influence on Employee Performance, meaning that the better the Work Motivation will have a significant effect on the better Employee Performance.

The results of this study are the same as the research conducted by Pradana & Frimayasa, (2023) which stated that Work Motivation has a positive and significant influence on Employee Performance. Another study by Taqwa Sultan, (2023) explained that Work Motivation has a significant effect on Employee Performance. The more often the motivation given by company leaders to employees, the higher the Employee Performance. Other previous research by Maulia Sri Dewi et al., (2023), Maysaroh et al., (2024), and Kamil Hafidzi et al., (2023) showed that Work Motivation has a positive and significant effect on Employee Performance.

Organizational Culture on Employee Performance Through Work Motivation Mediation

The hypothesis of the influence of Organizational Culture on Employee Performance through Work Motivation obtained the results of the Original sample 0.081 with a positive value because the value is above zero and below one, the T statistic value is 2.649 and the P-value is 0.008. Based on these results, the t statistic value is greater than the t table ($t_{stat} > 1.960$), and the P-value is less than 0.05, so there is a positive and significant influence. So it is stated that Organizational Culture has a positive and significant influence on Employee Performance through Work Motivation. When viewed from the Static T value of H, which is 14.434, it is greater than the static value of $H_8 > 2.649$, so work motivation does not have an influence on employee performance and is in accordance with the opinions of experts in the research of Fatiria & Nawawi, (2021), Lasarudin et al., (2021) and Jatiningrum et al., (2023) in the study explained that there is an indirect influence between Organizational Culture on Employee Performance through Work Motivation.

Work Environment on Employee Performance as a Mediator of Work Motivation

The hypothesis of the influence of the Work Environment on Employee Performance through Work Motivation obtained the results of the Original sample 0.060 with a positive value because the value is above zero and below one, the T statistic value is 2,360 and the P-value is 0.018. Based on these results, the t statistic value is greater than the t table ($t_{start} > 1.960$), and the P-value is less than 0.05, so there is a positive and significant influence. So it is stated that the Work Environment has a positive and significant influence on Employee Performance through Work Motivation.

This is supported by previous research that has an indirect relationship between the Work Environment and Employee Performance through Work Motivation. Research by Kale et al., (2023) and Hafidzi et al., (2023) explains that there is an indirect influence between the Work Environment on Employee Performance through Work Motivation.

Leadership Style on Employee Performance as a Mediator of Work Motivation.

The hypothesis of the influence of Leadership Style on Employee Performance through Work Motivation obtained the results of the Original sample 0.059 with a positive value because the value is above zero and below one, the T statistic value is 2,340 and the P-value is 0.019. Based on these results, the t statistic value is greater than the t table ($t_{start} > 1.960$), and the P-value is less than 0.05, so there is a positive and significant influence. So it is stated that Leadership Style has a positive and significant influence on Employee Performance through Work Motivation.

The results of the study are the same as previous studies by which have an indirect relationship between Leadership Style and Employee Performance through Work Motivation. are (Fatiria & Nawawi, 2021), Kale et al., (2023) and Hafidzi et al., (2023) explain that there is an indirect influence between Leadership Style on Employee Performance.

CONCLUSION

Based on the results of the analysis that have been described in the previous chapter, the following conclusions can be drawn:

1. Organizational Culture has an influence on Employee Performance.
2. The Work Environment has no influence on Employee Performance.
3. Leadership Style has no influence on Employee Performance.
4. Organizational Culture has an influence on Work Motivation.
5. The Work Environment has a positive and significant influence on Work Motivation.
6. Leadership Style has an influence on Work Motivation.
7. Work Motivation has an influence on Employee Performance.

8. Organizational Culture has an influence on Employee Performance through Work Motivation as a partial mediation.
9. The Work Environment has an influence on Employee Performance through Work Motivation as a full mediation.
10. Leadership Style has an influence on Employee Performance through Work Motivation as a full mediation.

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