

# THE INFLUENCE OF WORK DISCIPLINE, MOTIVATION, ORGANIZATIONAL CULTURE, AND LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE GALANG DISTRICT, BATAM CITY

Martinus Buulolo<sup>1\*)</sup>, Yanto<sup>2)</sup>, Kepi Kusumayanti<sup>3)</sup>

<sup>1, 2)</sup> *SME Accounting, Akademi Komunitas Dharma Bhakti Bangka,  
Bangka, Indonesia*

<sup>3)</sup> *Sharia Business Management, Institut Agama Islam Abdullah Said  
Batam, Indonesia*

E-mail: <sup>1\*)</sup> [martinakdbb.ac.id](mailto:martinakdbb.ac.id), <sup>2)</sup> [yantoakd@gmail.com](mailto:yantoakd@gmail.com), <sup>3)</sup> [kepikusmayantibatam@gmail.com](mailto:kepikusmayantibatam@gmail.com)

## ABSTRACT

Organizations have quite serious challenges, namely managing, developing in achieving the end results of employee performance. Creative resources bring renewal, contribution to the interests of modern organizations at work. This study aims to determine the involvement of work discipline, motivation, organizational culture, and leadership style on employee performance. The approach used in research uses a quantitative descriptive approach. 69 respondents as data sources in this study were employees of Galang District, Batam City. The alternative method used to analyze this research is the Statistical Package for the Social Sciences (SPSS). Each variable is tested for validity, reliability test at the initial stage. Furthermore, the variables of work discipline, motivation, organizational culture, and leadership style will be tested on employee performance which is the second stage of testing. Work discipline is proven to have a positive and significant effect on employee performance in research, and organizational culture shows positive results and has a significant effect on employee performance, and leadership style shows positive and significant results on performance. Then work discipline has a negative and significant effect. Lastly, other findings about the relationship between work discipline, motivation, organizational culture, and leadership style show positive and significant results on their involvement in employee performance.

**Keywords:** Work discipline, motivation, organizational culture, leadership style, employee performance

## I. INTRODUCTION

Sutrisno (2019), interprets that the main assets with sentiment, desire, ability, information, support, strength and work (proportion, taste and purpose) are human resources. Authoritative efforts to achieve goals are influenced by every possibility of these human assets. It is difficult for a company to achieve its goals without human resources, regardless of how up-to-date the innovation is, how much data is generated, how much capital is available, or the amount of materials available.

According to Bintoro (2017), states that the human resource council is a science or technique about how to control the relationships and work of human

resources or workforce owned by individuals in a capable and sincere way and can be used to achieve common goals. from associations, delegations and the public to improve. Leader human resources depend on the possibility that each delegate is a human, not a machine and in addition to a business resource. Affiliates are compartments or places where affiliates accumulate to work together in an appropriate, controlled and directed goal and method to achieve certain goals by utilizing existing assets.

Quality worker execution brings restoration and makes commitments that benefit society. Efforts to further encourage performance drawing are the most serious managerial test because the results in achieving definite goals depend on the concept of human resources presented in them. Estimated execution in an association is an activity related to

various exercises that have been completed by the association to be used as a critique in obtaining data on the effectiveness of the execution of an authoritative exercise. This is done to achieve hierarchical goals that are both current and long term.

Good work discipline when the procedures that have been made are carried out jointly by all agency employees. To achieve quality employee performance according to agency targets cannot be separated from work time discipline that has been carried out by employee personnel. Discipline in working time and work that is completed on time can change the way the agency itself works to be better and of higher quality. Work completed on time will generate encouragement for other employees as a role model at work. Discipline is to be carried out as a basis for obedience and obedience in work.

In addition to work discipline, inspiration is the main catalyst that exists in representatives to work and try to achieve normal work results. Inspiration as expected is in the representative staff in completing work according to office targets. Motivation is inseparable from human effort to strive optimally. Motivation is not something that is expected from other parties but rather as a self-image and maximizing existing potential. In addition, when someone has work experience, they can use it to tend to support the achievement of the agency's final goals.

Organizational culture is a culture that has existed since the family environment, and continues to be developed within the organizational environment. Organizational culture is an opportunity to show how to socialize to individual employees within the internal and wider community or external to the organization. Providing a very valuable culture to be integrated into the real world of work. An attractive organizational culture will be reflected in each individual combined by the employee's personal work team, forms of cooperation and interaction between individuals will produce innovative and creative work.

Leadership style is a leadership style in directing an organization that cannot be separated from the policies and decisions made. The leadership style tends to prefer to focus on the development and goals of the agency. Good institutions can be determined by the style of leadership to direct and advance through the policies that have been made. The leadership style needs to evaluate the results achieved by the agency as a whole by paying attention to other parts that are less supportive, or not optimal in their achievements for repairs and rearrangements.

Employee performance can be measured from the success of the institution as a whole in one period. The results of the agency's achievements are a matter of pride for all employee personnel to continue to be diligent, obedient, and motivated in providing the best for the organization. Organizational success as a form of cooperation in working so as to produce value as measured by the value of success.

Keeping in mind the previous explorations, much research has been directed at the performance of workers with various factors influencing the autonomous factors and the dependent variable. Research directed by Muslimatand Wahid, (2021), that work discipline affects representative implementation. Nasrul, et al., (2021), motivation positively and significantly affects worker performance. Jamaluddin, et al., (2017), agency culture has an impact on worker execution. Another focus by Tolu, et al., (2021), states that leadership style basically influences the performance of workers positively and significantly.

This study aims to see and dissect the impact of work discipline, motivation, organizational culture, and leadership style on employee performance. Therefore, this study is entitled the effect of work discipline, motivation, organizational culture, and leadership style on employee performance in Galang District, Batam City.

## II. LITERATURE REVIEW

Work discipline shows a condition or activity that exists in representatives to comply with guidelines as submission to work in associations. Assuming the standards that exist in the association are ignored, or repeatedly abused, the representatives have poor discipline. On the other

hand, assuming the worker adheres to authoritative discipline, it would represent a state of intense discipline. Sutrisno (2016), reveals that discipline is a preparatory mindset and a single desire to obey and agree to the guiding principles that apply around it. Hasibuan (2015), discipline is the consideration and desire of people to comply with all important authoritative rules and typical practices. Sutrisno (2016), discipline is the way individuals behave according to rules, methods or work discipline that exist are mindsets, approaches to action, and exercises that are according to progressive rules, both organized and unwritten. From some of the above understandings, discipline is a mindset or individual desire to continue to agree with the standards that apply in an affiliate.

Sutrisno (2019), reveals that inspiration is an element that encourages individuals to complete a certain movement, inspiration is often interpreted as a driving variable for the way individuals behave. Every move completed by a high priority individual is an element that drives the action. As a result, the factors that induce a person to carry out certain movements are generally the needs and desires of the individual. Sulistiyani (2018), states that inspiration is a way of providing consolation to subordinates so that subordinates can work within the limits given to ideally achieve hierarchical goals. The most common way of providing support is a series of exercises that must be completed or performed to foster representative comfort to work according to hierarchical goals. Mangkunegara (2015), revealed that inspiration is a condition or energy that drives coordinated or coordinated representatives to achieve organizational hierarchical goals.

Associations are characterized as social units of a collection of people (individuals), who work together with each other according to an organized pattern with a specific purpose, so that each individual from the association has their own obligations and abilities, and as a unit has a specific purpose, and furthermore has boundaries. clear boundaries, with the aim

that the association can be completely separated from its current state. Sutrisno (2019), describes progressive culture as a game plan of values, beliefs, doubts, or principles that have been valid for some time, set and followed by people from a relationship as a set of rules that are concluded and manage definite problems. Progressive culture is also called corporate culture, which is a set of values or norms that have been in force for a long time, embraced by people from affiliates (workers) as a guideline for behavior in managing various tiered (hierarchical) issues.

Robbins (2015), argues that hierarchical culture or hierarchical culture is a collection of values, standards, habits, and approaches to work together and influence the way individuals behave and activities from associations.

These qualities and common practices have developed overtime and really have an impact on how an association is run. Sofyan et al., (2018), revealed that administration is a cycle in which an individual can turn into a pioneer through continuous action so that he can influence the people he leads (supporters) to achieve hierarchical goals. The relationship between the pioneers and those who are moved is a cycle of initiative because pioneers need enthusiasts and supporters need pioneers. Although pioneers and adherents are interrelated, pioneers often enhance and elaborate connections, transmit and follow connections so that authoritative goals as envisioned in the vision, mission, plans, and hierarchical methodologies can be achieved.

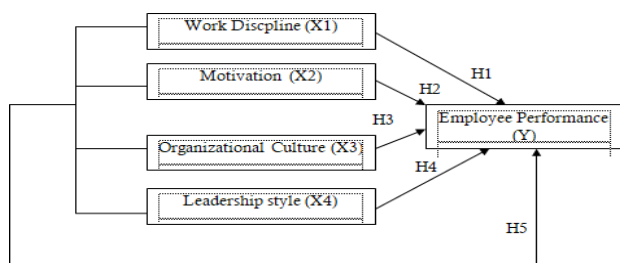
Sofyan et al., (2018), revealed that driving style is a standard that becomes a person's goal when individuals try to influence the way other people act according to their perspective. The style of authority is the typical way the pioneer acts while influencing his subordinates, what the pioneer chooses, the way the pioneer acts in influencing various people to issue power. Driving style is a set of ways used by pioneers to influence subordinates so that progressive goals are achieved or it can also be said that driving style is a description of behavior and techniques that are preferred and often applied by a pioneer.

Widodo (2018), argues that driving is a science that looks outside and inside how to direct, influence, and supervise others to complete work as indicated by the orders made. Regulatory checks are made simultaneously with the developing components of human life. Execution is a

consequence of the work in terms of quality and quantity carried out by a delegation in completing its commitments in accordance with the commitments given to it. Edison (2016), states that shows are the result of cycles that are hostile and are anticipated for a certain period of time considering predetermined conditions or plans. In general, execution can be interpreted as the overall pattern of a person's work whose results can be used as motivation to conclude whether a work is good or not.

Sutrisno (2019), revealed that implementation or work performance is the result of work that has been done by someone from their work behavior in carrying out work training. Execution is the implementation of plans that have been prepared. Execution is completed by human resources who have the capacity, ability, inspiration and interest. How the association values and treats its HR will have an impact on its attitude and behavior in carrying out its obligations. Judging from the assessment of these experts, the notion of implementation as a result of work carried out by a person is adjusted to the work or duties of that person in an association associated with a proportion of certain characteristics or principles of the association where a single work is held.

The framework for thinking about the relationship between work discipline, motivation, organizational culture, and leadership style with employee performance is explained in Figure 1, both partially and simultaneously, based on a literature review that has been explained and supported by several previous studies.



**Figure 1.** Research Framework

This research framework can be used to formulate research hypotheses that are supported by previous studies and reads as

follows: Employee performance is thought to be influenced by work discipline, H2: Employee performance is thought to be influenced by motivation, H3: the possibility that employee performance is influenced by organizational culture, H4: Performance Employees are thought to be influenced by leadership style, H5: Employee performance can be influenced by work discipline, motivation, organizational culture, and leadership style.

### III. RESEARCH METHODS

The type of examination that is determined precisely, orderly, and clearly arranged from the start to the creation of the exploratory configuration is the quantitative methodology used in this review. This research uses primary data, namely information from people who know about the research subject. Sugiyono (2015) defines primary data as a data source that provides data directly to data collectors. Data collection techniques include closed questionnaires made using the Google form and observation interviews. The participants in this study were 69 Batam City employees from Galang District. Saturated sampling technique (census) was used for sampling, with 43 male informants and 26 female informants so that the total population became 69 people. The level of education of senior high school employees is equal to 22 people, 43 people for Bachelors, and 4 Masters, so it is very suitable to be used as an object of research because it is an institution that has procedures and rules for working, with the hope of being able to make a big contribution to the institution. The Likert scale is used to measure research instruments, and indicators on research variables are used to explain questions.

Validity and reliability tests are used in instrument analysis techniques (measuring instruments), and inferential statistics are used in data analysis techniques. With normality, multicollinearity, and heteroscedasticity tests, the classical assumption test is performed as a condition of linear regression analysis to ensure that the test results are not biased. To find out how much influence the independent variables have on the dependent variable, multiple linear regression is used. Hypothesis testing consists of partial and simultaneous testing to determine the relationship between the independent and dependent variables. By using SPSS 23.0 software, we tested the coefficient of

determination to determine the extent to which the model can positively influence the dependent variable.

#### IV. RESULTS & DISCUSSION

Galang District Office in Batam City, Riau Archipelago Province, became the location of this research. Based on population information, the eight districts that are members of the Galang District will reach 18,130 people in 2021 with an area of 351.00 km<sup>2</sup>. Compliance with work discipline, building a good organizational culture, maximizing self-motivation, and a leadership style that directs organizational activities so that they run smoothly and achieve the best results, all of which are needed to achieve optimal organizational performance results. Collaboration between employees is needed to work according to procedures and cannot be separated from adherence to work discipline.

**Table 1.**  
**Hypothesis Testing Results Value of t count**

Hyp.	Variable	Coefficients	T-Value	Desc.
H1	WD	.647	8.175	Sig.
H2	M	-.410	-4.827	Sig.
H3	OC	.414	5.199	Sig.
H4	LS	.383	4.652	Sig.

Source: Output SPSS 23.0

The impact of the independent factors on the dependent variable is somewhat resolved by exploiting the follow-up effect of the t-test investigation of the factual test. The goal is to analyze the t table and determine the value of t. This test is considered critical with the assumption that the value of the t test results is not appropriate at the 0.05% level of importance. If t count > t table, the independent factor produces a

positive difference. The size for this test is  $df = n-2$  (69-2), and the coefficient in table t is 0.05 at df 67 of 1.667. The incentive t specified for speculation on the principle of work discipline is more prominent than the t table, and the importance value is below 0.05%, indicating that  $H_a$  is recognized and  $H_o$  is rejected. This shows that the principal's speculation affects the representative's execution. Based on Table 1 for the second speculation about inspiration, the specified t value is in the negative range and the critical value is below 0.05%. Subsequently,  $H_a$  is disband and  $H_o$  was recognized, indicating that subsequent speculation influenced representative executions but greatly. The third speculation about hierarchical culture is supported in the way that the t value is more important than the t table and the importance value is below 0.05%, indicating that the third speculation affects the execution of representatives. Judging from Table 1, the fourth speculation is that the style of initiative significantly influences the implementation of representation on the grounds that t count is more important than t table and the importance value is below 0.05%. Therefore,  $H_a$  is recognized and  $H_o$  is discarded.

**Table 2.**  
**Hypothesis Testing Results Value of F count**

Hyp. Variable	Mean Square	F-Value	Description
H5 WD, M, OC, LS → EP	259.817	27.008	Sig.

Source: Output SPSS 23.0

Table 2 tests the fifth speculation at once on the dependent variable, showing that the specified F value of 27.008 is greater than F table 2.51, and the large value of 0.000 is below 0.05%, then at that time  $H_a$  is recognized, and  $H_o$  is rejected, so it is very it might be considered that speculation testing meanwhile has a positive and tremendous impact on worker performance.

### **Effect of work discipline on employee performance**

Given the consequences of examining information, the t-count value of 8.175 is more important than the t-table of 1.667, and the critical value of 0.000 is not a 0.05% error rate. In accordance with the dynamic model in this study  $H_0$  was rejected and  $H_a$  was acknowledged, the work discipline completion variable had an effect on representative implementation. The impact of this variable of work discipline is closely related to the stability of the organization's administration so that the representatives can show consistency and standard work discipline. These results are in accordance with the research of Ichsan, et al., (2020), that work discipline affects the implementation of representation within the Assistant General for the Regional Military (Ajendam)-I Bukitbarisan Medan.

### **The effect of motivation on employee performance**

Considering the consequences of examining and handling information, the inspiration variable shows a t-count of -4.827 which is lower than the t-table of 1.667. It should be cheaper because the values are short, and the critical value of 0.000 is below 0.05%. As per the dynamic measures in this review,  $H_0$  is recognized and  $H_a$  is dismissed. An ending that doesn't make a positive difference, but is invaluable to worker performance. In addition to inspiration from representatives, various parties are also expected to continue to provide inspiration to representatives, especially superiors who have important expertise in empowering workers to work with high enthusiasm. These results are not in accordance with the insights of Sutanjar, T., and Saryono, O. (2019), where persuasive variables affect the implementation of representation in Satpol PP Kota Banjar.

### **The influence of organizational culture on employee performance**

Given the ramifications of checking information on hierarchical cultural factors, it shows that t arithmetic 5.199 is more important than t table 1.667, and a large value of 0.000 is smaller than a standard error of 0.05%. As shown by the dynamic measures that  $H_0$  is removed and  $H_a$  is recognized, completion of hierarchical culture significantly affects worker performance. A pleasant hierarchical culture can affect the consequences of authoritative implementation, work in groups, build a work culture that is for all representatives, remind each other, regarding individual workers, then create a different culture and be recognized by all representatives at work. These results are in accordance with the research of Dunggio, S. (2020), where a hierarchical culture influences the presentation of Duingi Village office workers, Gorontalo City.

### **The influence of leadership style on employee performance**

Considering the side effect of checking information on the authority style variable, it shows that the t-value of 4.652 is more important than the t-table of 1.667, and the critical value of 0.000 is not exactly 0.05% error rate. As shown by the dynamic model,  $H_0$  is rejected, and  $H_a$  is acknowledged. Finally the initiative style variable influences worker execution. Each representative expects a pioneer who provides solid support and can provide arrangements assuming there are obstacles in tasks, as well as acceptance to all subordinates, implementing information-based administration that is proficient in conveying data, titles, to make it easier for workers at lower levels to be able to understand, all approaches and techniques from superiors so that subordinate execution activities produce ideal values. These results are in accordance with the research of Batubara, S.S. (2020), that the initiative style has a significant effect on the exhibition of PT. Inalum Acquisition Division employees.

### **The Effect of Work Discipline, Motivation, Organizational Culture, and Leadership Style on Employee Performance**

Given the ramifications of checking the information, concurrent tests show that the determined F value of 27.008 is more prominent than the F table of 2.51, and the large value of 0.000b is lower than the 0.05% error rate. According to the

Martinus Buulolo<sup>1\*)</sup>, Yanto<sup>2)</sup>, Kepi Kusumayanti<sup>3)</sup>

THE INFLUENCE OF WORK DISCIPLINE, MOTIVATION, ORGANIZATIONAL CULTURE, AND LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE  
GALANG DISTRICT, BATAM CITY

dynamic standard that temporary independent factors make a positive difference, and a very large or very high relationship, finally  $H_0$  is omitted, and  $H_a$  is recognized. To achieve better representative performance, work discipline provides decent results for the organization, inspiration continues to be created through self-development to be able to strive to complete work well, create a hierarchical culture so that there is harmonization, provide good guidance in administrative style, expert in human resources man.

## V. CONCLUSION

Work discipline significantly affects the implementation of representation. That, every standard that has been made must be carried out according to material guidelines. Inspiration doesn't make a definite difference, but it does make a huge difference in vicarious execution. Furthermore, to inspire workers, they must be integrated, involved with hierarchical exercises, and given appreciation as an increase in inspiration. Organizational culture fundamentally influences rep execution. Various circles of society, and united in one association, assume, to harmonize work. Leadership style greatly influences the execution of workers. Proficient initiative provides convenience to all representatives, consequently having a favorable effect on hierarchical execution outcomes. Work discipline, inspiration, organizational culture, and leadership style have a significant effect on the performance of employees in Galang District, Batam City.

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