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The Influence of Leadership and Organizational Culture on Employee Performance Through Employee Loyalty at the Prestasi Cendikia Foundation, Bekasi

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Abstract: The aim of this research is to analyze the influence of leadership and organizational culture on performance through employee loyalty at the Bekasi Prestasi Cendikia Foundation." This research focuses on two independent variables (X), one dependent variable (Y) and one intervening variable (Z). This research is quantitative research using a questionnaire aimed at employee respondents at the Bekasi Prestasi Cendikia Foundation. Sampling in this research was carried out using the saturated sample method with a sample size of 105 respondents. The design used in this research is hypothesis testing using Structural Equation Model (SEM) - Smart PLS 4.1. The results of this research provide an overview of the Smart PLS 4.1. statistical test with the results; 1) Leadership does not have a positive and significant effect on performance with a p-value of 0.928. 2) Organizational culture does not have a positive and significant effect on employee performance with a p-value of 0.289. 3) Leadership has a positive and significant effect on employee loyalty with a p-value of 0.012. 4) Organizational culture has a positive and significant effect on loyalty with a p-value of 0.035. 5) Employee loyalty has a positive and significant effect on employee performance with a p-Value of 0.000. The indirect hypothesis 6) Leadership has a positive and significant effect on performance through the mediation of employee loyalty, getting a P-Value of 0.043. 7) Organizational culture does not have a positive and significant effect on performance through the mediation of Motivation to get a P-Value of 0.063. This research has several limitations, namely that it only focuses on four variables, namely one dependent variable, one intervening variable and two independent variables. The research location is still limited to the at the Bekasi Prestasi Cendikia Foundation and uses a very simple research model. Future researchers are advised to use other variables that can improve performance such as productivity, work quality, efficiency, innovation, attendance rate, error rate, goal achievement, customer satisfaction, competence, task completion rate, responsibility, teamwork and others. It is recommended to expand the research sample or involve a wider study area so that the generalization of the results can be strengthened. The research method is recommended to combine various qualitative and quantitative research methods to obtain a more comprehensive understanding.

Keyword: Employee Performance, Employee Loyalty, Leadership, Organizational Culture

INTRODUCTION

Human resources (HR) are an important factor in a company organization, because the running of the company's organization is determined by the human resources in the organization. Company performance will run well if the performance of its employees is also good and vice versa, if human resources are not good, the company will also have poor performance. This is in line with the opinion of Sopiah and Sangadji (2017) citing the statement of Bowen and Osroff (2004) who stated that the relationship between HR practices and performance tends to be positive and significant. Each company must make employee performance a primary concern in its institution besides of course other factors that can support the progress and development of the company organization. (Soedarso, 2018).

Yayasan Prestasi Cendikia is an organization engaged in formal education from elementary school (SD) to junior high school (SMP) which began operating in 2012 in Bekasi which has 752 students, 30 study groups with school accreditation from the Education Office with a grade of A (superior).

The Prestasi Cendikia Foundation at the beginning of each school year sets a target for the number of students to be achieved which is planned through a foundation work meeting, but from 2020 to 2023 it has not been achieved. The number of differences/gaps that have not been achieved from 2020 to 2023 are 10, 38, 32 and 30 students, respectively.

The following can be seen from the Student Target GAP and Realization table below:

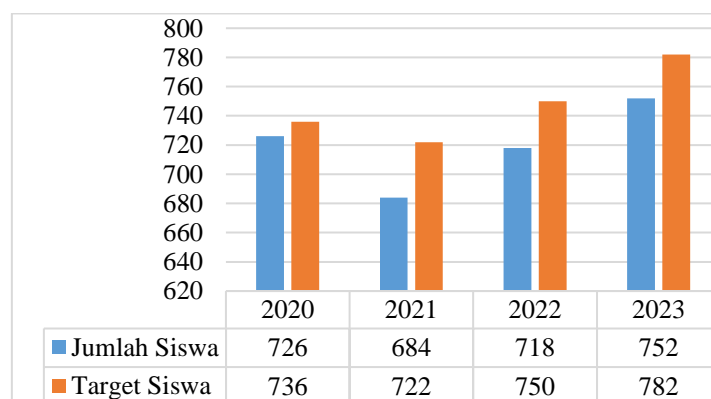


Figure 1. Student Target GAP and Realization

The data above illustrates the amount of the target set and the amount of realization obtained. It can be seen that during the four-year period the target number of students set by the foundation has not been exceeded. The failure to achieve the target set by the foundation is one sign that employee performance at the Prestasi Cendikia Foundation is not good.

Soedarso (2018) said that employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Likewise, the Prestasi Cendikia Foundation, the achievement of the number of students of the Prestasi Cendikia Foundation each year is one of the indicators of employee performance achievement in addition to several other assessment indicators.

In this regard, the foundation uses Employee Performance Assessment (PKP) in measuring the work results of its employees, to see how much the employee's performance is. There are several indicators that are used to assess employee performance that are applied at the Prestasi Cendikia Foundation, namely aspects of employee attendance, planning indicators, learning processes and evaluations, communication and teamwork, community service,

discipline and responsibility in carrying out tasks and aspects of personality and exemplary behavior. Employee performance assessments are carried out once a year.

Based on the Employee Performance Assessment carried out during the period 2021 to 2023, it can be seen that the values obtained by employees are still not optimal. The achievement of A/good values is still not significant and has not even reached 50 (fifty) percent or less than some of the existing employees.

In the pre-research conducted by the researcher, by providing ten questions on human resource (HR) variables that have been prepared by the researcher are as follows: leadership, workload, training, motivation, discipline, organizational culture, work environment, cooperation, loyalty and trust, the dominant indicators in influencing employee performance at the Prestasi Cendikia foundation are leadership, organizational culture and employee loyalty.

From the description above, the problems that arise at the Prestasi Cendikia foundation are as follows:

1. Does leadership affect employee performance?
2. Does organizational culture affect employee performance?
3. Does leadership affect employee loyalty?
4. Does organizational culture affect employee loyalty?
5. Does employee loyalty factor affect employee performance?
6. Is employee loyalty factor proven to mediate leadership on employee performance?
7. Is employee loyalty factor proven to mediate organizational culture on employee performance?

METHOD

This study uses a quantitative approach, with a causal relationship between the independent and dependent variables. Data techniques and testing using the Structural Equation Model (SEM) and the Smart PLS 4.1. application. Sampling using a saturated sampling technique where all members of the population are used as a sample of 105 respondents. Data collection in this study is in the form of a questionnaire. This study uses two independent variables, Leadership (X1) and Organizational Culture (X2) with Employee Performance (Z) as the dependent variable, and Employee Loyalty (Y) as the intervening variable.

RESULTS AND DISCUSSION

Results of Respondent Characteristics Data Description

This study, data collection was conducted by distributing online questionnaires in the form of a google form sent to 105 respondents. Respondent characteristics based on gender consisted of 40 male respondents or 38% of all respondents. Female gender as many as 65 respondents or 62%. Respondents based on age consisted of 20-40 years where the productive age occurs at that age. At the age of 20 and 30 years there were the largest number of respondents, namely 36 respondents each or 34.28%. While the smallest number of respondents were at the ages of more 51 years as many as 7 respondents each or 6.6%. Respondents based on length of service consisted of >11 year, namely 9 respondents or 8.58% of all respondents. Length of service 1-5 years as many as 63 respondents or 60% of all respondents. Length of service 6-10 years as many as 33 respondents or 31.42% of all respondents. Based on these data, it is known that the majority of respondents in this study have worked for 1 – 5 years.

Convergent Validity

Convergent validity is a test of construct validity. An indicator is said to have good validity if it has a loading factor value greater than 0.7. While the loading factor of 0.6 can still be maintained for models that are still in the development stage. The following is a table showing the loading factor values in detail in the model.

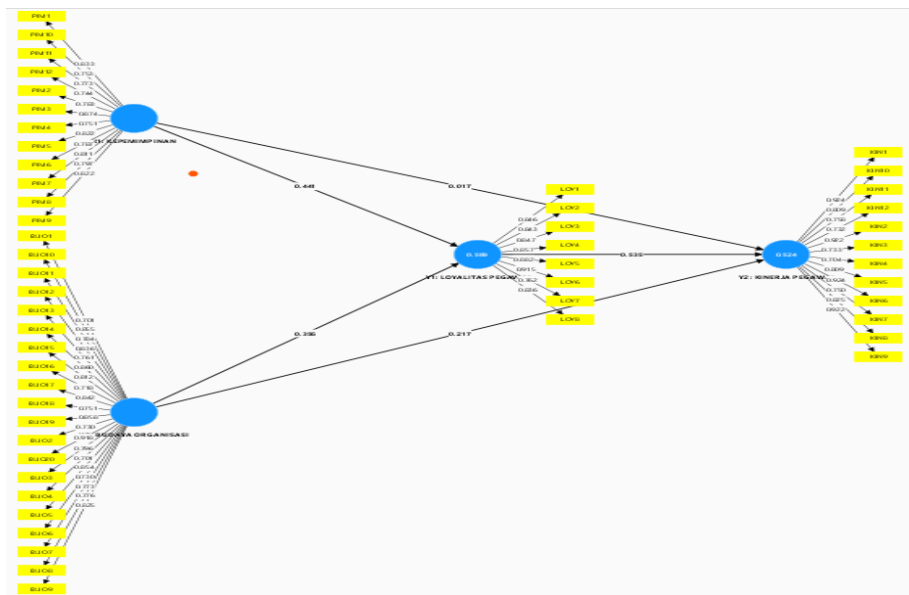


Figure 2. Loading Factor

Table 1. Loading Factor

Konstruk	Loading Factor	R Kritis	Kriteria (Loading Factor $\geq 0,7$)
PIM.1	0,833	0,7	Valid
PIM.2	0,753	0,7	Valid
PIM.3	0,773	0,7	Valid
PIM.4	0,744	0,7	Valid
PIM.5	0,783	0,7	Valid
PIM.6	0,874	0,7	Valid
PIM.7	0,751	0,7	Valid
PIM.8	0,822	0,7	Valid
PIM.9	0,787	0,7	Valid
PIM.10	0,811	0,7	Valid
PIM.11	0,797	0,7	Valid
PIM.12	0,822	0,7	Valid
BUO.1	0,833	0,7	Valid
BUO.2	0,851	0,7	Valid
BUO.3	0,802	0,7	Valid
BUO.4	0,801	0,7	Valid
BUO.5	0,839	0,7	Valid
BUO.6	0,804	0,7	Valid
BUO.7	0,856	0,7	Valid
BUO.8	0,853	0,7	Valid
BUO.9	0,839	0,7	Valid
BUO.10	0,861	0,7	Valid
BUO.11	0,814	0,7	Valid
BUO.12	0,838	0,7	Valid

Konstruk	Loading Factor	R Kritis	Kriteria (Loading Factor $\geq 0,7$)
BUO.13	0,851	0,7	Valid
BUO.14	0,821	0,7	Valid
BUO.15	0,843	0,7	Valid
BUO.16	0,805	0,7	Valid
BUO.17	0,807	0,7	Valid
BUO.18	0,867	0,7	Valid
BUO.19	0,845	0,7	Valid
BUO.20	0,850	0,7	Valid
LOY.1	0,890	0,7	Valid
LOY.2	0,877	0,7	Valid
LOY.3	0,862	0,7	Valid
LOY.4	0,836	0,7	Valid
LOY.5	0,819	0,7	Valid
LOY.6	0,842	0,7	Valid
LOY.7	0,863	0,7	Valid
LOY.8	0,850	0,7	Valid
KIN.1	0,924	0,7	Valid
KIN.2	0,922	0,7	Valid
KIN.3	0,733	0,7	Valid
KIN.4	0,704	0,7	Valid
KIN.5	0,809	0,7	Valid
KIN.6	0,924	0,7	Valid
KIN.7	0,750	0,7	Valid
KIN.8	0,825	0,7	Valid
KIN.9	0,922	0,7	Valid
KIN.10	0,809	0,7	Valid
KIN.11	0,758	0,7	Valid
KIN.12	0,732	0,7	Valid

Table 1 shows the loading factor values for each construct of each variable. Based on the table, it can be seen that all loading factors have a value of more than 0.7. So it can be concluded that based on each construct in the study, it has good validity. Next, the average variance extracted (AVE) test will be carried out to further strengthen the results of convergent validity with the criteria that if the AVE value is > 0.5 , then the construct used in the study is valid. The following are the results of the average variance extracted test using the smartPLS 4.0 program: (Kwong-Kay, 2019).

Table 2. Value Average Variance Extracted

Laten	Average Variance Extracted	R kritis	Kriteria (AVE ≥ 0.5)
Kepemimpinan (X1)	0,635	0,5	Valid
Budaya Organisasi (X2)	0,634	0,5	Valid

Loyalitas pegawai (Y1)	0,722	0,5	Valid
Kinerja (Y2)	0,676	0,5	Valid

Based on Table 2, the results of convergent validity can be seen based on the average variance extracted value. These results indicate that all latent variables have an AVE value of more than 0.5. This indicates that the indicators that form the latent construct have good convergent validity when viewed from the average variance extracted value.

Discriminant Validity Test

This testing process is carried out to measure how far a construct is truly different from other constructs. Discriminant validity testing is carried out through the Fornell-Lacker Criterion analysis, namely a validity test carried out by comparing the correlation between variables or constructs with the square root of the Average Variance Extracted (\sqrt{AVE}). Predictions are said to have a good AVE value if the square root value of the AVE of each latent variable is greater than the correlation between other latent variables. The following is the Fornell-Lacker Criterion table:

Table 3. Fornell Larckel Crityerion

	X1: KEPEMIMPINAN	X2: BUDAYA ORGANISASI	Y1: LOYALITAS PEGAWAI	Y2: KINERJA PEGAWAI
X1: KEPEMIMPINAN	0.797			
X2: BUDAYA ORGANISASI	0.855	0.796		
Y1: LOYALITAS PEGAWAI	0.745	0.733	0.849	
Y2: KINERJA PEGAWAI	0.602	0.624	0.707	0.822

Based on table 3, the results of the discriminant validity test using the Fornell-Lacker criterion show that the AVE root (\sqrt{AVE}) for each construct is greater than the correlation of each construct with other constructs. Another method that can be used to measure discriminant validity is through cross-loading analysis between indicators and their constructs, namely by comparing the correlation of indicators to their associated constructs with the correlation coefficient with other constructs. The correlation coefficient value of the indicator to its associated construct must be greater than other constructs.

Reliability Test

Cronbach's Alpha and Composite Reliability to determine whether the construct's reliability is good or not. Each construct is said to be reliable if it has a Cronbach's Alpha and Composite Reliability greater than 0.70, it can be said to be reliable, but if the Cronbach's Alpha and Composite Reliability are greater than 0.60, it can still be said to be reliable. The following are the results of the reliability test using the Smart PLS 4.1 program. (Arya Pering, 2020).

Table 4. Value of Cronbach's Alpha dan Composite Reliability

	Cronbach's Alpha	Composite Reliability
X1: KEPEMIMPINAN	0.948	0.954
X2: BUDAYA ORGANISASI	0.969	0.972
Y1: LOYALITAS PEGAWAI	0.944	0.954

Y2: KINERJA PEGAWAI	0.955	0.961
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Based on table 4, it can be seen that all latent constructs have a Cronbach's alpha value of more than 0.7, which indicates that the latent constructs have good reliability. In addition, the composite reliability value of all latent constructs has a value greater than 0.70. Based on the Cronbach's alpha and composite reliability values obtained, it shows that the model has good reliability.

Uji R Square

Table 5. R Square Test

	R-square	Hubungan
Y1: LOYALITAS PEGAWAI	0.589	Moderat
Y2: KINERJA PEGAWAI	0.524	Moderat

According to Chin (1998) R Square with a value of 0.67 indicates a strong model, 0.33 moderate and a value of 0.19 indicates a weak model. From the results of Table 5, it can be seen that the R-Square for the Loyalty variable (Y1) is 0.589 and Performance (Y2) is 0.524. The values obtained explain that the level of loyalty can be explained by the variables in this study by 58.9% while the remaining 41.1% is influenced by other variables outside this research model. The R Square value for Performance is 0.524, the value obtained explains that the level of Performance can be explained by the variables in this study by 52.4% while the remaining 47.6% is influenced by other variables outside this research model.

F Square Test

Next is to see the f Square value. The f Square value of 0.02 indicates a small rating, Effect Size 0.15 indicates a medium rating and Effect Size 0.35 indicates a large rating (Hair, et, al, 2021). Based on the test results with SmartPLS 4.0, the following F Square results were obtained:

Tabel 6. f Square Test

	X1: KEPEMIMPINAN	X2: BUDAYA ORGANISASI	Y1: LOYALITAS PEGAWAI	Y2: KINERJA PEGAWAI
X1: KEPEMIMPINAN			0.127	0
X2: BUDAYA ORGANISASI			0.083	0.024
	X1: KEPEMIMPINAN	X2: BUDAYA ORGANISASI	Y1: LOYALITAS PEGAWAI	Y2: KINERJA PEGAWAI
Y1: LOYALITAS PEGAWAI				0.247
Y2: KINERJA PEGAWAI				

Table 6 shows the influence of leadership on employee performance of 0 indicating a small influence, organizational culture on loyalty of 0.083 indicating a small relationship influence and employee loyalty on employee performance with an index of 0.247 indicating a moderate relationship influence.

Hipotesis Test (Bootstrapping)

Hypothesis testing in this study was conducted using path coefficient, t-value, and p-value. To assess the significance and prediction in hypothesis testing can be seen from the path coefficient and t-value.

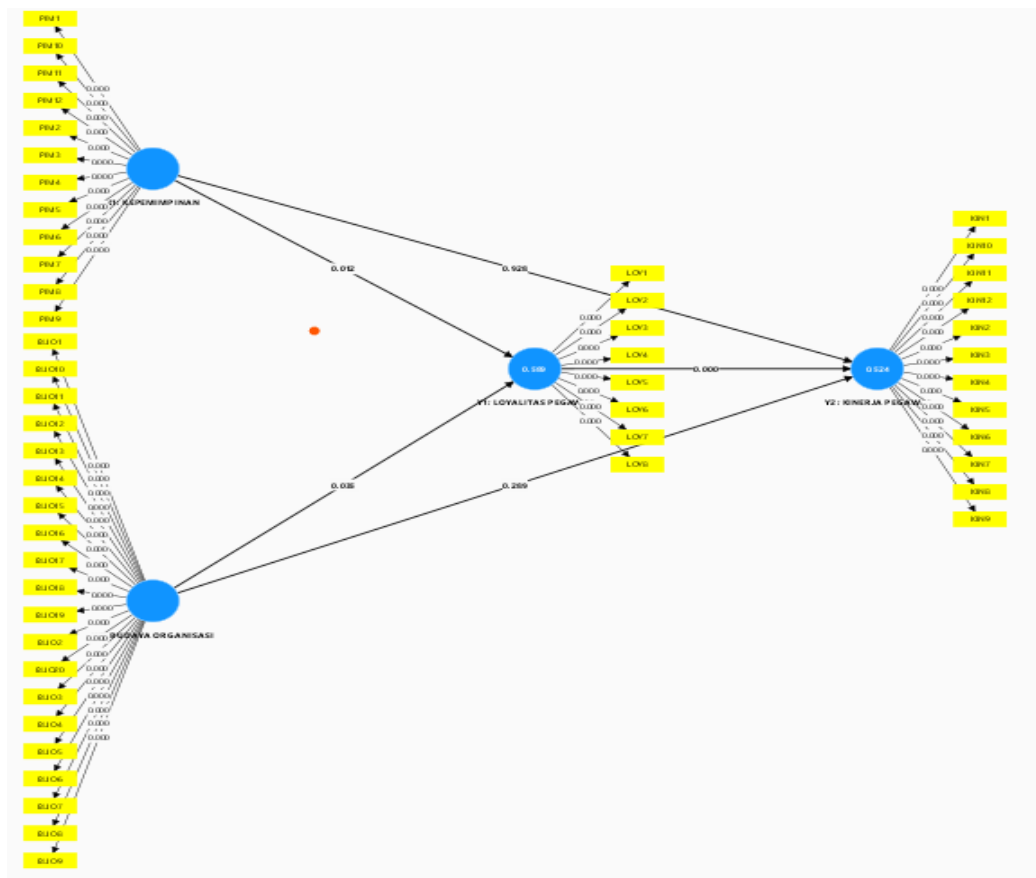


Figure 3: Hipotesis Test
Direct Effect Hypothesis Test

The direct effect hypothesis test is a significant influence between the variables studied. Significance can be determined through the p-Value obtained with SmartPLS 4.1 software.

Significant / insignificant test of direct effect variables:

- If the significance level with a p-value $< 5\%$ (0.05), then the hypothesis has a positive and significant effect.
- If the significance level with a p-value $> 5\%$ (0.05), then the hypothesis does not have a positive and significant effect.

Table 7. Direct Effect Hypothesis Test

Hipotesis	Variabel	Original sample (O)	T statistics (O/STDEV)	P values	Keterangan
H1	X1: KEPEMIMPINAN -> Y2: KINERJA PEGAWAI	0.017	0.09	0.928	No Effect
H2	X2: BUDAYA ORGANISASI -> Y2: KINERJA PEGAWAI	0.217	1.06	0.289	No Effect

	Y2: KINERJA PEGAWAI				
H3	X1: KEPEMIMPINAN -> Y1: LOYALITAS PEGAWAI	0.441	2.506	0.012	Influential
H4	X2: BUDAYA ORGANISASI -> Y1: LOYALITAS PEGAWAI	0.356	2.106	0.035	Influential
H5	Y1: LOYALITAS PEGAWAI -> Y2: KINERJA PEGAWAI	0.535	3.581	0	Influential

H1: Leadership on Employee Performance gets a P-Value of 0.928, the value does not meet the requirements of P-Value <0.05 . This means that Leadership does not have a positive and significant effect on Performance.

H2: Organizational Culture on Performance gets a P-Value of 0.289, the value meets the requirements of P-Value <0.05 . This means that Organizational Culture does not have positive and significant effect on Performance.

H3: Leadership on Loyalty gets a P-Value of 0.012, the value meets the requirements of P-

Value <0.05 . This means that Leadership has a positive and significant effect on loyalty.

H4: Organizational Culture on Loyalty gets a P-Value of 0.035, the value does not meet the requirements of P-Value <0.05 . This means that Discipline does not have a positive and

significant effect on Loyalty.

H5: Employee Loyalty to Motivation gets a P-Value of 0.000, this value meets the requirements of P-Value <0.05 . This means that Employee Loyalty has a positive and significant effect on Employee Performance.

Indirect Hypothesis Testing

Hypothesis Testing Design Indirect effects (Specific indirect effects), can be obtained with the criteria, from the p-value:

a. If the significance level mediates with a p-value $<5\%$ (0.05), then the hypothesis significantly mediates the relationship between variables X and Y.

b. If the significance level mediates with a p-value $>5\%$ (0.05), then the hypothesis does not significantly mediate the relationship between variables X and Y.

Table 8. Indirect Hypothesis Testing

Hipotesis	Variabel	Original sample (O)	T statistics (O/STDEV)	P values	Keterangan
H6	(X1)KEPEMIMPINAN ->(Y2)LOYALITAS PEGAWAI-> Y2: KINERJA PEGAWAI	0.236	2.024	0.043	Mediated

	(X2)BUDAYA ORGANISASI	-				
H7	>(Y1)LOYALITAS PEGAWAI-> (Y2)KINERJA PEGAWAI	0.191	1.863	0.063	No Mediated	

H6: Leadership on Performance through Loyalty mediation gets a P Value of 0.043, this value meets the requirements of P-Value <0.05 . This means that Loyalty has a positive and significant effect on Employee Performance indirectly or through mediation variables.

H7: Organizational Culture on Employee Performance through Loyalty mediation gets a P-Value of 0.063, this value does not meet the requirements of P-Value <0.05 . This means that Organizational Culture does not have a positive and significant effect on Performance indirectly or through mediation variables.

DISCUSSION

The Effect of Leadership (X1) on Employee Performance (Y2)

The results of the research conducted, it is known that leadership does not have a positive and significant effect on the level of employee performance at the Yayasan Prestasi Cendikia. Good and positive leadership can create conditions that allow employees to feel motivated to achieve goals. With the P-Value value that does not meet the requirements, it can be concluded that there is an insignificant relationship between leadership and employee performance levels. This is proven by the fact that even though leadership rarely provides direction and supervision to employees, the results of employee work remain positive so that good work enthusiasm is still created.

There are several reasons why leadership does not have a positive and significant effect on employee performance, namely the incompatibility of Leadership Style, the leadership style applied may not match the needs or preferences of the team. For example, an authoritarian leadership style may not be effective in an environment that requires collaboration and innovation. Next is the lack of Communication: Poor leadership is often characterized by ineffective communication. If a leader does not communicate clearly about goals, expectations, and feedback, employees may feel confused or disconnected from their work. Finally, leadership quality: Not all leaders have the skills or leadership qualities needed to positively influence employee performance. Skills such as empathy, motivational ability, and conflict management are essential for effective leadership.

The Influence of Organizational Culture (X2) on Employee Performance (Y2)

The results of the study showed that organizational culture does not have a positive and significant effect on the level of employee performance at the Yayasan Prestasi Cendikia. Although the P-Value obtained did not meet the requirements, the evaluation of these findings still contributed to further understanding of the relationship between organizational culture and employee performance.

It is important to understand the context of the educational foundation environment, including organizational structure, work culture, and employee job demands. These factors can influence the relationship between organizational culture and employee performance, and understanding them can provide a clearer context for the research findings. Although the P-Value did not reach a level of significance, this does not mean that the relationship between organizational culture and Performance is completely absent. Further research or an increase in sample size may provide stronger and more significant results. It is important to evaluate how employee performance was measured in this study. Understanding the variability in performance measures can help detail the relationship between organizational culture and specific aspects of performance.

The finding that organizational culture did not have a positive and significant effect on performance may indicate that there are other factors that influence employee performance at the Prestasi Cendikia foundation. There may be aspects such as intrinsic motivation, management support, or employee well-being that play an important role.

The findings in the current study did not support a significant positive effect, however, the management of the Prestasi Cendikia Foundation can still use these results as a basis for detailing development strategies. This could include improvements in the supervision system, positive discipline coaching, or the creation of more supportive Leadership. Given the results obtained, employee involvement in the change and improvement process may be key. Involving employees in designing solutions and strategies to improve performance can create a better understanding of the challenges faced and help formulate more effective solutions.

Some of the reasons why this can happen include a mismatch between culture and daily practice, even if an organization has a good culture on paper (e.g., the values it espouses), the daily practices on the ground may not always reflect that culture. If there is a mismatch between what is expected in the culture and what happens in the field, the influence of culture on employee performance can be reduced. Next is the inconsistency of the implementation of organizational culture. The implementation of organizational culture must be consistent throughout the organization. If only some parts of the organization implement culture well, while others do not, then its influence on employee performance will be fragmented. Finally, exemplary leadership if leaders do not practice cultural values or even act contrary to the desired culture, then the influence of culture on employee performance will be hampered.

The Influence of Leadership (X1) on Employee Loyalty (Y1)

The results of the study that showed a qualified P-Value indicated a significant relationship between the Leadership variable and employee loyalty. A low P-Value can be interpreted that this finding did not occur by chance and can be statistically relied upon. Therefore, this finding provides a strong basis for stating that there is an influence between Leadership and employee loyalty at Yayasan Prestasi Cendikia such as obedience to leaders, responsibility in carrying out tasks and work, high dedication and integrity in carrying out tasks given by superiors. Human resource management through effective leadership can have a positive impact on employee loyalty, which in turn can improve the quality of educational services provided by educational foundations to the community. Employee loyalty is a key factor that influences the quality of educational services provided by educational personnel. Yayasan Prestasi Cendikia has exemplary characteristics in leadership, both exemplary in service, exemplary in learning activities to counseling with parents. All of these factors can

influence Leadership and employee loyalty. The Influence of Organizational Culture (X2) on Employee Loyalty (Y1)

The P-Value obtained shows that the relationship between organizational culture and employee loyalty at Yayasan Prestasi Cendikia is statistically significant. The P-Value obtained indicates that this finding is not merely a coincidence, but reflects a reliable relationship. In other words, the organizational culture of employees at Yayasan Prestasi Cendikia plays an important role in shaping the level of employee loyalty as evidenced in terms of or the context of employee initiative, mutual tolerance, following the direction of the leader, mutual integration between sections, support from management, supervision from related leaders, feeling proud of their identity and institution, giving awards for each achievement made, good communication between sections or within the same section and minimal internal and external conflicts are good organizational cultures that can increase employee loyalty.

Research shows that organizational culture has a positive effect on employee loyalty, this can be interpreted that employees who have a high level of organizational culture are more likely to have strong work loyalty.

The Influence of Employee Loyalty (Y1) on Employee Performance (Y2)

Statistical analysis produces a significant P-Value value, because it meets the low P-Value requirement indicating that the relationship between work motivation and employee work performance at Yayasan Prestasi Cendikia has a high level of significance, confirming that the loyalty variable does have an influence on Performance.

Loyalty has a positive and significant influence on employee performance at Yayasan Prestasi Cendikia, reinforced by findings such as conducive leadership, support from colleagues and superiors, a positive work atmosphere, employee welfare programs can raise employee enthusiasm to provide the best employee contributions.

Loyalty is a key factor that can influence employee performance in various sectors, including in the context of educational services such as Yayasan Prestasi Cendikia.

The Influence of Leadership (X1) on Employee Performance (Y2) Through Loyalty Mediation

Employee (Y1)

The importance of good leadership on employee performance has become a focus of attention in various sectors, including educational services. This study explores how Leadership at Yayasan Prestasi Cendikia affects employee performance through motivation mediation.

Statistical analysis shows a qualified P-Value, indicating that the relationship between leadership, loyalty, and Performance has a fairly high level of significance. In other words, Leadership at Yayasan Prestasi Cendikia has a direct impact on Performance, and employee loyalty acts as a mediator in the relationship. Good leadership includes various aspects, such as visionary insight into the future, coaching, supervision, organizing, administering and strengthening the team. Yayasan Prestasi Cendikia as an educational service provider pays special attention to these factors. Good employee loyalty in the form of high employee compliance, full responsibility, dedication and high integrity fulfills every employee at Yayasan Prestasi Cendikia. Through employee loyalty mediation, conducive Leadership can trigger increased Performance. Employees who feel safe, supported, and recognized in Leadership tend to have high loyalty to provide maximum contribution. This loyalty then becomes a driver of better Performance.

The Influence of Organizational Culture (X2) on Employee Performance (Y2) through the mediation of Employee Loyalty (Y1)

This study discusses the role of organizational culture on employee performance at Yayasan Prestasi Cendikia, focusing on how employee loyalty can act as a mediator in this relationship. Statistical analysis shows a P-Value that does not meet the requirements, indicating no significant relationship between employee loyalty variables in mediating the influence of organizational culture on improving employee performance at the foundation.

Organizational culture is defined as the ability and commitment of employees to carry out their duties and responsibilities as a habit including in carrying out applicable rules and norms. At Yayasan Prestasi Cendikia, it has become a culture of obedience and discipline, consistent attendance, and compliance with educational services.

The results of the study show that organizational culture does not directly have a positive effect on employee performance. The results of the analysis also show that employee loyalty does not mediate the relationship between organizational culture and employee performance. This shows that organizational culture does not have a direct impact on Performance, including not through increasing employee loyalty, but there is still a positive influence of organizational culture on employee loyalty. Organizational culture in the results of this study cannot create a solid foundation for sustainable Performance. In the absence of loyalty mediation, organizational culture cannot be a trigger for employee performance. Employees continue to have good performance or have no effect on organizational culture because they already have good characters or there are other things that trigger it, such as improving welfare, work environment and others that are not studied in this case. Employee loyalty also has no effect in mediating organizational culture in improving employee performance, this can also be caused by environmental factors and incentives or other awards received by employees.

CONCLUSION

Based on the results of the research hypothesis Based on the results of the analysis and discussion that have been carried out in the previous chapter, the following conclusions are obtained:

1) Leadership does not have a positive and significant effect on employee performance at the Prestasi Cendikia foundation. This can be seen from the visualization of the condition of educational services and collaboration between teams continues to run even though the direction and clarity of tasks given by superiors are not often carried out. The leadership task in terms of having a visionary view far into the future, providing coaching, supervising the implementation of predetermined programs, organizing job structures, administering data and activities and strengthening the team is expected to be able to improve employee performance.

2) Organizational culture does not have a positive and significant effect on employee performance at the Prestasi Cendikia Foundation. This provides valuable insight, although the P-Value obtained does not meet the requirements, the evaluation of these findings still contributes to further understanding of the relationship between organizational culture and performance. Although the current findings do not support a significant positive effect, the indicators of organizational culture that have been created have been running well in matters relating to the tasks and obligations given and are reflected in the character of its employees in everyday life.

3) Leadership has a positive and significant effect on employee loyalty at Yayasan Prestasi Cendikia. This can illustrate that leadership is able to provide positive encouragement towards the creation of total loyalty. Leaders have the ability to motivate and guide employees in terms of compliance in carrying out the tasks and obligations given, are responsible in carrying out work, employees have high dedication by devoting all their time, thoughts and energy to the success of a program and instilling integrity characters in employees, namely honesty and openness according to thoughts, words and actions.

4) Organizational culture has a positive and significant effect on employee loyalty at

Yayasan Prestasi Cendikia. This is evidenced by the work initiatives of employees in carrying out their duties and obligations, being tolerant in responding to differences of opinion, relationships between integrated departments, management support in terms of employees facing difficulties or obstacles inside or outside of work, appreciation for employees who excel or who are good at carrying out their work, minimal conflict and good communication between employees is carried out in carrying out educational service tasks and fostering loyalty in their employees.

5) Employee loyalty has a positive and significant effect on employee performance at the Prestasi Cendikia foundation, this is reinforced by findings such as employee compliance, a sense of responsibility, dedication and high integrity in employees provide a positive contribution to improving employee performance.

6) Employee loyalty significantly mediates the influence of leadership on employee performance. The results of the study obtained a P-Value that met the requirements. This means that loyalty not only has a positive and significant effect on Performance directly but is also able to mediate leadership to improve employee performance. Loyalty indicators such as compliance, responsibility, integrity and good dedication mediate leadership so that leadership can have an effect on improving performance.

7) Employee loyalty does not significantly mediate the influence of organizational culture on performance. The results of the study obtained a P-Value that did not meet the requirements. This means that organizational culture does not have a positive and significant effect on Performance indirectly or through mediating variables. This can be studied in other research activities at the Prestasi Cendikia foundation. Because performance improvements can also be caused by other determining variables, such as the work environment, infrastructure and performance incentives as well as the level of welfare and appreciation for employees, Yayasan Prestasi Cendikia management can use these results as a basis for detailing the foundation's development strategy

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