

DOI: <https://doi.org/10.38035/dijefa.v5i3>

Received: 03 July 2024, Revised: 19 July 2024, Publish: 04 August 2024

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The Influence of Leadership Style, Work Ethic, and Organizational Culture on Employee Performance at PT. Luar Biasa Technology

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Abstract: The study investigates the influence of leadership style, work ethic, and organizational culture on employee performance at PT. Luar Biasa Technology, Yogyakarta. Employing a quantitative approach, data was collected through questionnaires administered to a sample of 54 employees. The collected data was analyzed using SPSS (Statistical Package for the Social Sciences) software. Various statistical techniques were applied, including validity and reliability tests to ensure data integrity, descriptive statistics to provide an overview of the respondents' characteristics and summarize the investigated variables, and multiple regression analysis to examine the impact of leadership style, work ethic, and organizational culture on employee performance. Hypothesis testing was conducted using t-tests and F-tests, while the coefficient of determination (R-squared) was calculated to measure the explanatory power of the independent variables. The findings reveal that leadership style, work ethic, and organizational culture have a significant positive impact on employee performance, both partially and simultaneously. The results align with previous research, emphasizing the importance of these factors in driving employee productivity and success. Practical implications suggest that companies should focus on enhancing leadership practices, fostering a strong work ethic, and cultivating a supportive organizational culture to optimize employee performance.

Keyword: Leadership, Work Ethic, Organizational Culture, Employee Performance

INTRODUCTION

Human resources are the most important asset in an organization or company, because human resources are the main body that implements company policies and operational activities. a manager must provide security, justice and comfort to employees. Employee factors certainly cannot be separated from the management of human resources in a company to achieve the expected achievements and organizational goals (Wahyuni, 2019).

In a company, of course, the role of employee performance is important to achieve the goals expected by a leader for his company, because employee performance is very influential and is interrelated with the work ethic and organizational culture of the authority and responsibility assigned to employees. Thus, if an employee's performance ability is able to carry out all activities carried out within the scope of the company systematically, it will have a positive impact so that efforts to achieve organizational goals can be realized legally, in other words without violating the code of ethics and morals. According to (Andi et al., 2019). Employee performance is the work result achieved by an employee in accordance with his responsibilities, with the aim of achieving results according to expectations. In another sense, employee performance can be measured and assessed based on standards and criteria that have been set by the company as a benchmark for the success of individuals or groups of employees.

While previous studies have explored the impact of leadership style, work ethic, and organizational culture on employee performance, this research offers a unique perspective by focusing specifically on the context of PT. Luar Biasa Technology, a Business Process Outsourcing (BPO) company in Yogyakarta, Indonesia. The study aims to bridge the gap in the existing literature by providing insights into how these factors influence employee performance within the specific industry and cultural setting of an Indonesian BPO firm.

Moreover, this research distinguishes itself by employing a comprehensive approach, simultaneously examining the effects of leadership style, work ethic, and organizational culture on employee performance. By considering these variables in tandem, the study seeks to offer a holistic understanding of their interplay and combined impact on employee outcomes. This multifaceted approach sets the research apart from previous studies that have typically focused on a single factor or a limited combination of variables.

Several factors influence employee performance, including leadership style, work ethic, and organizational culture. Leadership style is a method employed by a leader to shape the behavior of their subordinates, aiming to guide and motivate employees to achieve high productivity. According to (Aini et al., 2023), leadership style has a significant positive impact on employee performance, implying that if a leader adopts a favorable leadership style, employee performance will improve. (Husain et al., 2022) present a contrasting perspective, stating that leadership style does not significantly affect employee performance, as an employee may not necessarily appreciate the leadership style used by their superior.

Work ethic is a reflection of the work norms internalized within them to achieve the expected goals. Every leader has varying work ethic characteristics. A leader who does not have a work ethic tends to work without consideration, whereas a leader who has a work ethic will carry out his duties and responsibilities with full dedication. Implementing a work ethic is considered a work productivity strategy that supports improving work quality (Dwinanda et al., 2023).

Work ethic is a value based on a spirit of initiative, hard work which is the driving force for advancing a company. According to (Ghozali, 2016), who conducted previous research, work ethic exerts a substantial positive sway on the performance of employees, implying that an elevated work ethic will lead to a corresponding rise in employee productivity. (Hasanah et al., 2023) presents a dissenting view, asserting that work ethic does not significantly impact employee performance. This is because a leader's strong work ethic may inadvertently cause employees to experience fatigue and stress more readily.

Organizational culture is defined as a significant opportunity to develop human resources through changes in attitudes and behavior. So, through adaptation to current and future challenges, both individuals and organizations in a company can strengthen and enrich themselves in the organizational context (Kusuma et al., 2019).

The values and norms that an organization embraces and applies in connection with its surrounding environment constitute its organizational culture. According to (Larosa et al.,

2022) from research that has been conducted with results, Organizational culture has a significant negative impact on employee performance, suggesting that an overabundance of organizational culture within a company can be detrimental, employees will feel pressured so that performance decreases. In contrast to (Primawanti & Ali, 2022), Their research results suggest that a strong, positive organizational culture has a significant beneficial impact on employee performance. In other words, when a company effectively implements a favorable organizational culture, it can expect to see a corresponding rise in the productivity and performance of its workforce.

PT. Luar Biasa Technology is a company located in Yogyakarta, located on Jl. Sinopakis Lor No. 185, Onggobayan, Ngestiharjo, District. Poor thing, Kab. Bantul, Special Region of Yogyakarta. Founded in 2021, the company has 117 employees. PT. Luar Biasa Technology is a Business Process Outsourcing (BPO) company focused on Collection activities which is under the auspices of AFPI and OJK. From the results of my observations, I found that salary increases are generally for new employees who still follow the Yogyakarta UMR, which is different from the salaries of old employees and superiors. Then there are several employees who are often late because they don't have a vehicle, and lack enthusiasm almost every day. Apart from that, there are also disputes between superiors and employees regarding promotions, because most of the promotion systems in the company depend on how close the employee is to the superior.

Based on the description above, The objective of this study is to examine the impact that leadership style, work ethic, and organizational culture have on the performance of employees working at PT. Luar Biasa Technology.

To further illustrate the relationships between the variables investigated in this study, a conceptual framework has been developed. Figure 1 presents the proposed conceptual framework, which highlights the hypothesized direct effects of leadership style, work ethic, and organizational culture on employee performance, as well as the simultaneous effect of these three variables on employee performance.

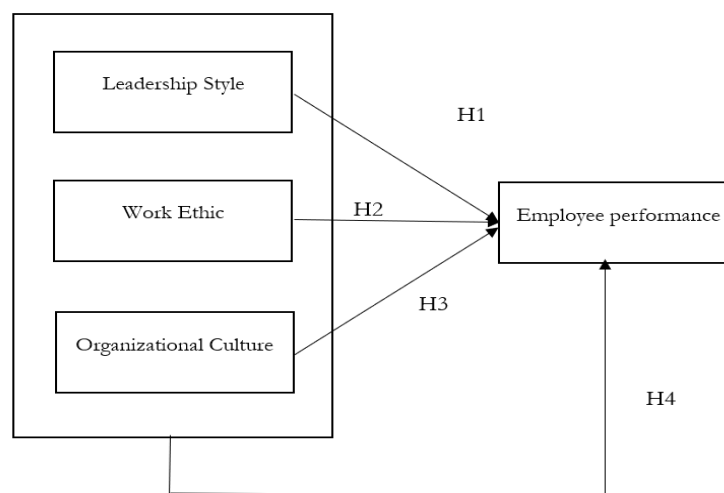


Figure 1. Research Model Framework

Based on Figure 1, the hypothesis in this research can be seen,

H1: Leadership style has a significant influence on employee performance.

This hypothesis is supported by several previous studies. (Yuliawan & Salain, 2023) found that leadership style has a significant positive impact on employee performance, suggesting that a favorable leadership style leads to improved employee performance. Similarly, (Usuh et al., 2020a) and Rosalina and (Ritawati, 2013) demonstrated the significant

influence of leadership on employee performance, highlighting the critical role of effective leadership practices in driving workforce productivity and success.

H2: Work ethic has a significant influence on employee performance.

The relationship between work ethic and employee performance has been established in prior research. (Mubarak et al., 2020) reported a substantial positive effect of work ethic on employee performance, indicating that a strong work ethic contributes to higher employee productivity. This finding is consistent with the results of Sembiring and (Sapada et al., 2018) and (Arifin & Putra, 2020), which emphasize the importance of fostering a robust work ethic to optimize employee outcomes.

H3: Organizational culture has a significant influence on employee performance.

Previous studies have investigated the impact of organizational culture on employee performance. (Kuswati, 2020) found that a strong, positive organizational culture significantly enhances employee performance. (Diana et al., 2021) and (Iskamto, 2023) also highlighted the crucial role of organizational culture in shaping employee behavior and productivity, underscoring the importance of cultivating a supportive and conducive work environment.

H4: Leadership style, work ethic, and organizational culture simultaneously have a significant influence on employee performance.

The combined effect of leadership style, work ethic, and organizational culture on employee performance has been explored in earlier research. (Paais & Pattiruhu, 2020) demonstrated the simultaneous impact of these factors on employee performance, emphasizing the need for organizations to adopt a holistic approach in optimizing workforce productivity and success. (Falah, 2021) highlighted the interplay between leadership practices, work ethic, and organizational culture, suggesting that their synergistic effect can lead to enhanced employee outcomes. (Ratnasari et al., 2020) further supported this notion, underscoring the importance of focusing on all three aspects concurrently to maximize the potential for employee success and drive optimal performance within the organization.

In light of the context provided by the previously outlined problem statement, there are three research problems that want to be discussed, therefore the problem can be formulated as follows:

1. Does leadership style influence employee performance at PT. Luar Biasa Technology?
2. Does work ethic influence the performance of employees at PT. Luar Biasa Technology?
3. Does organizational culture influence PT Luar Biasa Technology?
4. Does Leadership Style, To what extent do Work Ethic and Organizational Culture impact the Performance of employees at PT Luar Biasa Technology?

METHOD

This study employs a quantitative methodology and falls under the category of applied research (Darmawan & Latifah, 2013). The research was carried out in December 2023 at PT. Luar Biasa Technology Yogyakarta, located on Jl. Sinopakis Lor No. 185, Onggobayan, Ngestiharjo, District. Poor thing, Kab. Bantul, Special Region of Yogyakarta. The target population consists of 117 permanent employees at PT. Luar Biasa Technology, from which a sample of 54 employees was selected using the Slovin formula and an accidental sampling technique (Muhson, 2006).

This study employs a combination of primary and secondary data. Primary data is collected through questionnaires administered directly to employees at PT Luar Biasa Technology, while secondary data is gathered from literature reviews to complement the primary data. The research tool utilized is a closed-ended questionnaire designed with a Likert scale. The variables examined in this study encompass Leadership Style (X1), Work Ethic (X2), Organizational Culture (X3), and Employee Performance (Y).

The data collected through the questionnaires were analyzed using various statistical techniques. The validity and reliability of the data were assessed to ensure data integrity. Validity tests were conducted to evaluate the appropriateness of the questionnaire items in measuring the intended variables, while reliability tests were performed to assess the consistency of the measurement tool.

Descriptive statistics were employed to provide an overview of the respondents' characteristics and to summarize the variables investigated in the study. Multiple regression analysis was utilized to examine the impact of leadership style, work ethic, and organizational culture on employee performance. This statistical technique allows for the assessment of the relationship between multiple independent variables and a dependent variable.

Furthermore, hypothesis testing was conducted using t-tests and F-tests. The t-test was used to evaluate the individual effect of each independent variable on the dependent variable, while the F-test was employed to assess the simultaneous effect of all independent variables on the dependent variable. The coefficient of determination (R-squared) was also calculated to measure the extent to which the independent variables could explain the variations in the dependent variable.

The data collected through the questionnaires were analyzed using SPSS (Statistical Package for the Social Sciences) software. Various statistical techniques were employed to ensure data integrity and examine the relationships between the variables. Validity tests were conducted to evaluate the appropriateness of the questionnaire items in measuring the intended variables, while reliability tests were performed to assess the consistency of the measurement tool. Descriptive statistics were used to provide an overview of the respondents' characteristics and summarize the investigated variables. Multiple regression analysis was utilized to examine the impact of leadership style, work ethic, and organizational culture on employee performance. Furthermore, hypothesis testing was conducted using t-tests to evaluate the individual effect of each independent variable on the dependent variable and F-tests to assess the simultaneous effect of all independent variables on the dependent variable. The coefficient of determination (R-squared) was also calculated using SPSS to measure the extent to which the independent variables could explain the variations in the dependent variable. The outcomes are expected to shed light on how Leadership Approach, Work Values, and Company Culture influence Worker Performance at PT. Luar Biasa Technology Yogyakarta.

RESULTS AND DISCUSSION

PT. Luar Biasa Technology or commonly abbreviated as PT. LBT was founded on June 1, 2021. This company was originally founded by the family of Mr. Yhang, namely his own brother named Mr. Justin. However, currently the leadership of this company is handed over to Mr. Yhang, because Mr. Justin is not based in Yogyakarta and also has other businesses outside the area. PT. LBT is a Business Process Outsourcing (BPO) company that focuses on collection activities which is under the auspices of AFPI and OJK. PT. Luar Biasa Technology is located on Jl. Wates No. 185, Onggobayan, Ngestiharjo, Kec. Kasihan, Bantul Regency, Special Region of Yogyakarta.

PT. Luar Biasa Technology, a leading Business Processing Outsourcing (BPO) company in Yogyakarta, offers a variety of Call Center and Data Verification solutions to help companies and businesses achieve efficiency and meet the best operational goals. The services provided include Desk Collection, Customer Services, Data Verification, Call Center, Telesales, and various other services. By providing these various options, PT. Luar Biasa Technology aims to improve company performance and create a better operational environment.

Table 1. Characteristics of Respondents Based on Gender

		Gender	
		Frequency	Percent
Valid	Female	35	64,81 %
	Man	19	35,19 %

Source: Primary Data Processing Results (2024)

Questionnaires were distributed to a sample of 54 PT. Luar Biasa Technology employees to gather data for this study. The survey collected information on respondents' demographic attributes, including gender, age, educational background, and income bracket. Out of the 54 respondents who completed the questionnaire, 35 (64.81%) were female, and 19 (35.19%) were male. This gender distribution suggests that the majority of the employees who participated in the survey were women.

Table 2. Characteristics of Respondents Based on Age

		Age	
		Frequency	Percent
Valid	18 – 25 Year	6	11,11 %
	26 – 35 Year	15	27,78 %
	36 – 50 Year	33	61,11 %

Source: Primary Data Processing Results (2024)

In terms of age, the majority of respondents were aged 36-50 years (61.11%), followed by respondents aged 26-35 years (27.78%), and respondents aged 18-25 years (11.11%). This indicates that PT. Luar Biasa Technology employs many employees of productive age. The age distribution shows PT. Luar Biasa Technology has a mix of younger and older workers, with the largest group in their late 30s to 40s. This suggests the company values the experience of older employees while also hiring younger talent. The educational level of respondents was dominated by Bachelor's/Master's/Doctoral graduates at 66.67%, followed by high school graduates at 22.22%, and Diploma graduates at 11.11%. This shows that PT. Luar Biasa Technology requires workers with a fairly high level of education.

Table 3. Characteristics of Respondents Based on Education

		Education	
		Frequency	Percent
Valid	SMA/SMK/MA	12	22,22 %
	D1/D3/D4	6	11,11 %
	S1/S2/S3	36	66,67 %

Source: Primary Data Processing Results (2024)

In terms of income, the majority of respondents have an income level of IDR 3,500,000 - IDR 4,000,000 (37.04%), followed by an income level of IDR 2,500,000 - IDR 3,500,000 (27.78%), IDR 4,000,000 - IDR 4,500,000 (24.07%), and IDR 2,000,000 - IDR 2,500,000 (11.11%). This shows that the salaries received by employees of PT. Luar Biasa Technology are quite competitive according to the work being done.

Table 4. Characteristics of Respondents Based on Income

		Employee salary	
		Frequency	Percent

Valid	Rp 2.000.000 – Rp 2.500.000	6	11,11 %
	Rp 2.500.000 – Rp 3.500.000	15	27,78 %
	Rp 3.500.000 – Rp 4.000.000	20	37,04 %
	Rp 4.000.000 – Rp 4.500.000	13	24,07 %

Source: Primary Data Processing Results (2024)

To ensure the robustness of the data, both validity and reliability tests were conducted. The validity test assessed the appropriateness of the questionnaire's statement items, while the reliability test evaluated the consistency of the measurement tool. The validity test results revealed that all statement items in the questionnaire were valid, with r-count values exceeding the r-table threshold of 0.273. Similarly, the reliability test results demonstrated that all variables were reliable, with Cronbach's Alpha values surpassing 0.60. The table below presents the reliability test results for each variable investigated in this study.

Table 5. Reliability Test Results

Variabel	Cronbach' Alpha	Information
Leadership Style	0,933	Reliabel
Work ethic	0,867	Reliabel
Organizational culture	0,876	Reliabel
Employee performance	0,782	Reliabel

Source: Primary Data Processing Results (2024)

In this study, classical assumption tests were performed, encompassing the normality test, multicollinearity test, and heteroscedasticity test. The normality test assesses whether the data follows a normal distribution, while the multicollinearity test examines the presence of correlations among independent variables. The heteroscedasticity test, on the other hand, investigates the potential inequality in the variance of residuals.

The Kolmogorov-Smirnov test was employed to assess the normality of the data, yielding a significance value of 0.200, which surpasses the 0.05 threshold.

Table 6. Normality Test Results

		Unstandardized Residual
	Std Deviation	1.26877107
	Positive	.093
	Negative	-.065
Asymp Sig (2-tailed)		.200 ^{c,d}
Most Extreme Differences	Absolute	.093
N		54
Normal Parameters ^{a,b}	Mean	.0000000
Test Statistic		.093

Source: Primary Data Processing Results (2024)

This finding suggests that the data follows a normal distribution. Moreover, the multicollinearity test revealed no instances of multicollinearity among the independent variables, as evidenced by Tolerance values exceeding 0.10 and VIF values below 10. To evaluate the presence of heteroscedasticity, a scatterplot graph was utilized. The graph,

presented in Figure 1, exhibits a random dispersion of points both above and below the zero mark on the Y-axis, indicating the absence of heteroscedasticity in the data.

Table 7. Multicollinearity Test Results

Model	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	-.966	.874		-1.105	.274		
Leadership style	-.101	.053	-.120	-1.926	.060	.458	2.185
Work ethic	.730	.056	.800	13.088	.000	.478	2.089
Organizational culture	.443	.042	.473	10.503	.000	.880	1.136

Source: Primary Data Processing Results (2024)

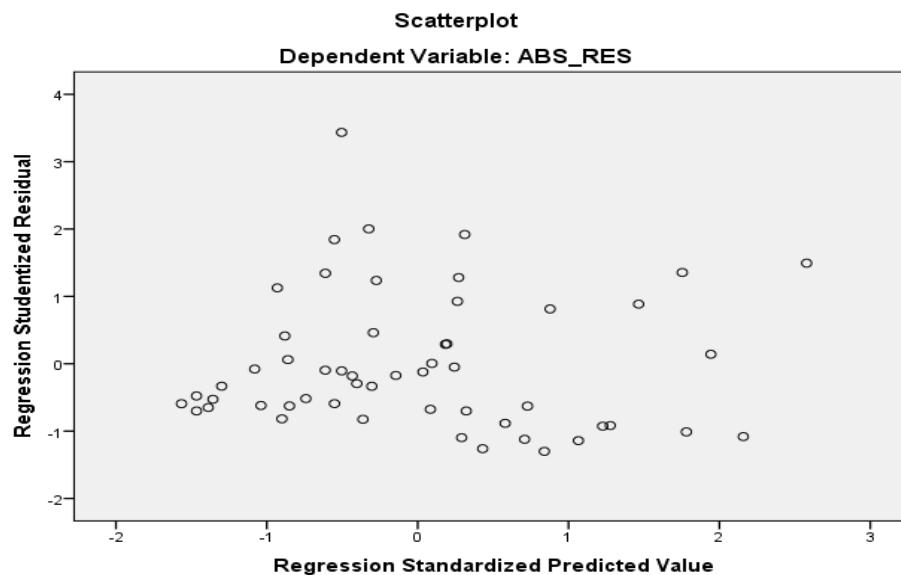


Figure 2. Heteroscedasticity Test Results

To investigate the impact of the independent variables, namely Leadership Style, Work Ethic, and Organizational Culture, on the dependent variable, Employee Performance, a multiple linear regression analysis was conducted. Table 8 presents the findings of this analysis, which aimed to uncover the extent to which these three factors influence the performance of employees within the organization. By employing this statistical technique, the study sought to shed light on the complex interplay between leadership, work ethic, organizational culture, and the resulting employee outcomes, thereby providing valuable insights for optimizing performance in the workplace.

Table 8. Multiple Regression Analysis Test Results

Variabel	B	Beta	t	sig
(Constant)	-0.966		-1.105	0.274
Leadership Style	0,619	0.120	5,681	0,000
Work ethic	0,845	0.800	11,375	0,000
Organizational culture	0,654	0.473	6,242	0,000

Source: Primary Data Processing Results (2024)

Based on Table 6, the regression equation is obtained: $Y = -0.966 + 0.619 (X1) + 0.845 (X2) + 0.654 (X3) + e$

Where:

- Y represents Employee Performance
- X1 represents Leadership Style
- X2 represents Work Ethic
- X3 represents Organizational Culture
- e represents the error term
- -0.966 is the constant value

The interpretation of the regression equation is as follows:

- The constant value of -0.966 indicates the predicted value of Employee Performance when all independent variables (Leadership Style, Work Ethic, and Organizational Culture) are zero. However, in this context, a score of zero for the independent variables is not meaningful, as it is unlikely for an organization to have a complete absence of leadership, work ethic, and organizational culture. Therefore, the constant term should be interpreted with caution and in conjunction with the coefficients of the independent variables.
- The regression coefficient for Leadership Style (0.619) suggests that, holding all other variables constant, a one-unit increase in Leadership Style leads to a 0.619-unit increase in Employee Performance.
- The regression coefficient for Work Ethic (0.845) indicates that, keeping other factors constant, a one-unit improvement in Work Ethic results in a 0.845-unit increase in Employee Performance.
- The regression coefficient for Organizational Culture (0.654) implies that, assuming all else remains constant, a one-unit enhancement in Organizational Culture contributes to a 0.654-unit increase in Employee Performance.

The error term (e) represents the unexplained variation in Employee Performance that cannot be attributed to the independent variables included in the model.

The research employed two primary methods of hypothesis testing: the t-test and the F-test. The t-test, also known as the partial test, was conducted to examine the individual impact of each independent variable on the dependent variable. This approach allowed for a focused analysis of how Leadership Style, Work Ethic, and Organizational Culture separately influenced Employee Performance. On the other hand, the F-test, or the simultaneous test, was utilized to assess the collective effect of all the independent variables on the dependent variable. By considering the independent variables in unison, the F-test provided insights into how these factors interacted and combined to shape Employee Performance. Together, these complementary testing methods offered a comprehensive understanding of the complex relationships between the study's key variables.

The t test results show that:

1. Leadership style has a significant positive effect on employee performance with a t-count value of $5.681 > t\text{-table } 1.673$ and $\text{sig. } 0.000 < 0.05$.
2. Work Ethic has a significant positive effect on Employee Performance with a t-value of $11.375 > t\text{-table } 1.673$ and $\text{sig. } 0.000 < 0.05$.
3. Organizational culture has a significant positive effect on employee performance with a t-value of $6.242 > t\text{-table } 1.673$ and $\text{sig. } 0.000 < 0.05$.

The F test results show that Leadership Style, Work Ethic and Organizational Culture simultaneously influence Employee Performance with an F-count value of $169.857 > F\text{-table } 6.944$ and $\text{sig. } 0.000 < 0.05$.

To assess the extent to which the independent variables could account for the variations observed in the dependent variable, the coefficient of determination (R^2) was employed. This

statistical measure provides insights into the explanatory power of Leadership Style, Work Ethic, and Organizational Culture in predicting and understanding changes in Employee Performance. The results of the coefficient of determination test, presented in Table 3, offer a quantitative evaluation of the combined ability of these independent variables to capture and explain the fluctuations in the dependent variable. By examining the R² value, the study aims to gauge the strength and relevance of the relationship between the selected predictor variables and the outcome of interest, thereby shedding light on the key drivers of Employee Performance within the organizational context.

Table 9. Determination Coefficient Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,954	0,911	0,905	1,306

Source: Primary Data Processing Results (2024)

The R Square value of 0.911, as presented in Table 7, reveals that an impressive 91.1% of the variations in employee performance can be attributed to the combined influence of Leadership Style, Work Ethic, and Organizational Culture. This finding highlights the substantial explanatory power of these three variables in understanding and predicting the fluctuations observed in the dependent variable. Notably, only a small portion of the variance, amounting to 8.9%, is left unexplained by the current research model, suggesting that factors beyond the scope of this study may have a minor impact on employee performance. The high R Square value underscores the significance of leadership practices, individual work ethics, and the prevailing organizational culture in shaping the productivity and effectiveness of the workforce, providing valuable insights for managers seeking to optimize employee outcomes.

The findings of this study demonstrate that Leadership Style, Work Ethic, and Organizational Culture exert a substantial and favorable impact on Employee Performance at PT. Luar Biasa Technology. The positive influence of these variables is evident when examined individually, as indicated by the partial analysis, and when considered collectively, as revealed by the simultaneous assessment. These results underscore the critical role that effective leadership, a strong work ethic, and a supportive organizational culture play in driving the productivity and success of employees within the company. The research highlights the importance of fostering an environment that encourages exemplary leadership practices, promotes a dedication to excellence, and cultivates a culture that aligns with the values and goals of the workforce. By prioritizing these key factors, PT. Luar Biasa Technology can unlock the full potential of its employees and achieve optimal performance outcomes.

Leadership style emerges as a crucial determinant in enhancing employee performance. Effective leaders possess the ability to inspire and motivate their team members, foster open and clear communication channels, make sound decisions, manage their emotions effectively, and demonstrate a strong sense of responsibility. By embodying these qualities, leaders create a favorable and conducive work environment that enables employees to perform at their best. The findings of this study align with the research conducted by (Wahyuni, 2019) and (Rivai, 2020), which similarly highlight the significant impact of Leadership Style on Employee Performance. These consistent results across multiple studies underscore the vital role that leadership plays in shaping the productivity and success of the workforce, emphasizing the need for organizations to prioritize the development and cultivation of strong, effective leadership practices to drive optimal employee outcomes.

Work ethic emerges as a pivotal factor in driving employee performance to new heights. Employees who exhibit an unwavering commitment to their work, fueled by an infectious enthusiasm, steadfast discipline, a deep sense of responsibility, and the tenacity to persevere in the face of challenges, are the ones who consistently deliver remarkable results. When

individuals are given the freedom to take ownership of their tasks and operate with a sense of autonomy, they tap into a wellspring of intrinsic motivation that propels them to excel. The findings of this study find resonance in the research conducted by (Sembiring & Sofiyan, 2021), which emphatically underscores the transformative influence of work ethic on employee performance. This convergence of evidence across multiple scholarly endeavors serves as a resounding testament to the paramount importance of cultivating a robust work ethic within the organizational fabric. By fostering an environment that celebrates and nurtures these exemplary work attributes, companies can unleash the boundless potential of their human capital and witness an unparalleled surge in performance outcomes.

A strong and positive organizational culture will also improve employee performance. The existence of norms, good communication, harmony, dynamics of individual behavior, and freedom of opinion in the organization will create a comfortable work environment and support employees to perform optimally. The results of this research are in line with research conducted by (Rosalina & Wati, 2020) and (Sule & Saeful, 2019) which shows that organizational culture influences employee performance.

The collective impact of Leadership Style, Work Ethic, and Organizational Culture on Employee Performance is undeniable, as these factors work in concert to create a powerful force that drives the workforce to unparalleled levels of productivity and success. This shows that these three factors are interrelated and support each other in creating a work environment that is conducive to improving employee performance. The findings of this study align with the research conducted by (Sulfemi, 2020) and (Usoh et al., 2020b), which collectively demonstrate the simultaneous impact of Leadership Style, Work Ethic, and Organizational Culture on employee performance.

In light of the findings from this study, it is recommended that PT. Luar Biasa Technology focuses on sustaining and enhancing Leadership Style, Work Ethic, and Organizational Culture to ensure optimal Employee Performance. Leaders are expected to be able to apply an effective leadership style, motivate employees, and create a positive work environment. Employees are also expected to improve their work ethic and maintain a good organizational culture. Thus, PT. Luar Biasa Technology can continue to develop and achieve organizational goals with the support of quality human resources.

CONCLUSION

The conclusion of this research shows that Leadership Style, Work Ethic and Organizational Culture have a positive and significant effect on Employee Performance at PT. Luar Biasa Technology Yogyakarta, both partially and simultaneously. These results are in line with previous research and provide practical implications for companies to improve employee performance through efforts to improve Leadership Style, Work Ethic, and Organizational Culture, such as providing leadership training, instilling positive work ethic values, and building organizational culture. which is conducive.

Suggestions for further research are to expand the research object to other companies so that the research results can be more generalized, as well as adding other independent variables that might influence employee performance, such as work motivation, job satisfaction, or employee competency, so that a more complete picture is obtained. comprehensive regarding the factors that influence employee performance.

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