The Influence of Leadership Style, Motivation, and Work Discipline on Employee Performance at the Agency for Personnel and Human Resource Development of South Tangerang City

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Abstract: This study aims to analyze the influence of leadership style, work motivation, and organizational culture on employee performance at the South Tangerang City Personnel and Human Resources Development Agency (BKPSDM). The research method used is quantitative method with data collection techniques through questionnaires distributed to employees at BKPSDM. The data obtained were analyzed using multiple regression analysis to see the effect of each independent variable on the dependent variable. The results showed that leadership style, work motivation, and organizational culture simultaneously and partially had a significant effect on employee performance. The organizational culture factor has a dominant influence compared to the other two factors. These findings provide important implications for human resource management, especially in efforts to improve employee performance through strengthening effective leadership styles, providing optimal work motivation, and developing a supportive organizational culture.

Keyword: Leadership Style, Motivation, Organizational Culture, Employee Performance

INTRODUCTION

In the current era of globalization, an organization can function effectively if its internal management functions, such as planning, organizing, motivating, disciplining, and supervising, are well-implemented and supported by adequate and essential resources. One of the most critical resources in organizational management is human resources, particularly civil servants (ASN). According to (Robbins, 2012) defines organizational culture as a system of shared meaning embraced by members of an organization, which distinguishes it from other organizations. According to (Edilson, 2016), organizational culture has five dimensions: self-awareness, aggressiveness, personality, performance, and orientation.

According to (Rivai, 2013), performance refers to the results or level of success of an individual or group in carrying out tasks over a specific period, compared to various predetermined and mutually agreed-upon standards. Performance is a key factor in achieving organizational goals. Furthermore, Robbins (as cited in Mangkunegaran, 2017) explains that the dimensions and indicators of performance can be measured through several aspects: work

quality, quantity, responsibility, teamwork, and initiative. Work quality indicators include neatness, accuracy, and output. Quantity is assessed through speed and capability. Responsibility encompasses work outcomes and decision-making. Teamwork involves building relationships among employees and fostering team cohesion. Meanwhile, initiative is evaluated based on the ability to solve problems without waiting for instructions from superiors.

Employee performance is a key determinant of an organization's success, including in government institutions. Factors such as leadership style, work motivation, and organizational culture significantly influence employee performance. The performance evaluations of employees at the Agency for Personnel and Human Resource Development of South Tangerang City from 2021 to 2023 have shown results ranging from good to excellent, although fluctuations were observed in certain indicators.

This study aims to examine the influence of leadership style, work motivation, and organizational culture on employee performance to provide recommendations for continuous performance improvement. According to (Thoha, 2015) defines leadership style as a set of behavioral norms used by a leader to influence the behavior of others. (Thoha, 2018) further elaborates on several dimensions of leadership style: innovator, communicator, motivator, and controller. The innovator dimension is assessed by a leader's ability to innovate and think conceptually. The communicator dimension includes the ability to convey intentions and understand the purpose of communication. The motivator dimension is measured by a leader's ability to encourage employees to fulfill their responsibilities and contribute to achieving organizational goals. The controller dimension is evaluated through a leader's ability to supervise and efficiently utilize resources.

According to (Samsuddin, 2018), leadership style essentially refers to the manifestation of a leader's behavior in terms of their ability to lead. McCormick, as cited in (Prabu, 2017), defines work motivation as a condition that influences the initiation, direction, and maintenance of behavior related to the work environment. Furthermore, (Robbins and Judge, 2019) describe organizational culture as "a system of shared meaning held by members that distinguishes the organization from other organizations." Research by (Armstrong, 2020) emphasizes that performance refers to work outcomes that are strongly linked to the strategic objectives of the organization, customer satisfaction, and contributions to the economy.

Based on the issues described above, the author is interested in conducting a study titled "The Influence of Leadership Style, Motivation, and Organizational Culture on Employee Performance at the Agency for Personnel and Human Resource Development of South Tangerang City."

METHOD

This research was conducted at the Personnel and Human Resource Development Agency of South Tangerang City, which serves as the research site. The research period lasted for 3 months, from July to September 2024, to collect data, conduct analysis, and draw conclusions. The research design is the framework in which the study is conducted, describing the data collection techniques needed to answer the research questions. Although each discipline has its unique features, the general concept of research design has many similarities. A solid research design will result in a good, effective, and efficient research process (Eny Radjab, M. & Andi Jama'an, 2017).

The population in this study refers to objects or subjects with specific characteristics designated by the researcher to be investigated, which may include 50 employees, according to (Sugiyono, 2016), who states that the population is the object or subject with certain characteristics designated for the research. (Arikunto, 2013) also states that the population is the entire subject of the research. The sample in this study consists of a portion of the population, reviewed based on its size and characteristics, using a saturated sample, meaning

all 50 employees as the research sample. This aligns with the benefits of using a sample to simplify and enhance the efficiency and accuracy of data collection (Sugiyono, 2016).

RESULTS AND DISCUSSION

Data Instrument Testing

The data instrument testing includes validity and reliability tests, which are conducted to determine whether the instruments used in this study are valid and reliable. Below are the results of the validity and reliability tests:

Validity Test

In this study, the sample size was 52, so the degrees of freedom (df) were calculated as 52 - 2 = 50. With a significance level (alpha) of 0.05, the r-table value obtained was 0.273. If the calculated r-value for each item in the questionnaire is greater than 0.273, the item is considered valid. Conversely, if the calculated r-value is smaller than 0.273, the item is considered invalid and less effective in measuring the intended construct.

Table 1. Validity Test Results for Employee Performance Instruments

Statement	r Calculated		r Table	Description
Instrument 1	0,839	>	0,273	Valid
Instrument 2	0,837	>	0,273	Valid
Instrument 3	0,834	>	0,273	Valid
Instrument 4	0,804	>	0,273	Valid
Instrument 5	0,841	>	0,273	Valid
Instrument 6	0,810	>	0,273	Valid
Instrument 7	0,844	>	0,273	Valid
Instrument 8	0,686	>	0,273	Valid

Source: SPSS V 2.0 Processing Results

Table 2. Validity Test Results for Leadership Style Instruments

Statement	r Calculated		r Table	Description
Instrument 1	0,845	>	0,273	Valid
Instrument 2	0,790	>	0,273	Valid
Instrument 3	0,838	>	0,273	Valid
Instrument 4	0,802	>	0,273	Valid
Instrument 5	0,834	>	0,273	Valid
Instrument 6	0,716	>	0,273	Valid
Instrument 7	0,829	>	0,273	Valid
Instrument 8	0,879	>	0,273	Valid

Source: SPSS V 2.0 Processing Results

Table 3. Validity Test Results for Work Motivation Instruments

Statement	r Calculated		r Table	Description
Instrument 1	0,801	>	0,273	Valid
Instrument 2	0,845	>	0,273	Valid
Instrument 3	0,748	>	0,273	Valid
Instrument 4	0,806	>	0,273	Valid
Instrument 5	0,845	>	0,273	Valid
Instrument 6	0,755	>	0,273	Valid
Instrument 7	0,804	>	0,273	Valid
Instrument 8	0,888	>	0,273	Valid
Instrument 9	0,894	>	0,273	Valid
Instrument 10	0,882	>	0,273	Valid
Instrument 11	0,741	>	0,273	Valid

Source: SPSS V 2.0 Processing Results

Table 4. Validity Test Results for Work Motivation Instruments

Statement	r Calculated		r Table	Description
Instrument 1	0,827	>	0,273	Valid
Instrument 2	0,886	>	0,273	Valid
Instrument 3	0,660	>	0,273	Valid
Instrument 4	0,898	>	0,273	Valid
Instrument 5	0,850	>	0,273	Valid
Instrument 6	0,867	>	0,273	Valid
Instrument 7	0,861	>	0,273	Valid
Instrument 8	0,836	>	0,273	Valid
Instrument 9	0,819	>	0,273	Valid
Instrument 10	0,912	>	0,273	Valid
Instrument 11	0,866	>	0,273	Valid
Instrument 12	0,917	>	0,273	Valid
Instrument 13	0,871	>	0,273	Valid

Source: SPSS V 2.0 Processing Results

Reliability Test

In this study, the instrument is considered reliable if its Cronbach's Alpha value is above 0.600. If the Cronbach's Alpha value for an instrument is below this threshold, the instrument is considered unreliable. In this test, the total number of instruments for the independent variables to be tested are 8 instruments for leadership style, 11 instruments for work motivation, 13 instruments for organizational culture, and 8 instruments for employee performance, all of which were validated in the previous validity test. The results of the reliability test for each indicator of the research variables are shown in the following table:

Table 5. Reliability Test Results

| Variable	Cronbach's Alpha	Threshold	Description
Leadership Style	0,929	0,600	Reliable
Work Motivation	0,950	0,600	Reliable
Organizational Culture	0,966	0,600	Reliable
Employee Performance	0,921	0,600	Reliable

Source: SPSS 24 Data Processing Results

Based on the results in Table 4 above, the instruments are considered reliable because their Cronbach's Alpha values are all greater than 0.600. Since all the data have been validated as valid and reliable, further testing can proceed.

Classical Assumption Test
Normality Test

The normality test is used to determine whether the regression model has a normal distribution or not. Normality assumption is a crucial requirement for testing the significance of the regression coefficients. A good regression model is one that has a normal or approximately normal distribution, making it suitable for statistical testing. The normality test can be performed using statistical methods, such as examining the Normal P-Plot graph and the Kolmogorov-Smirnov value.
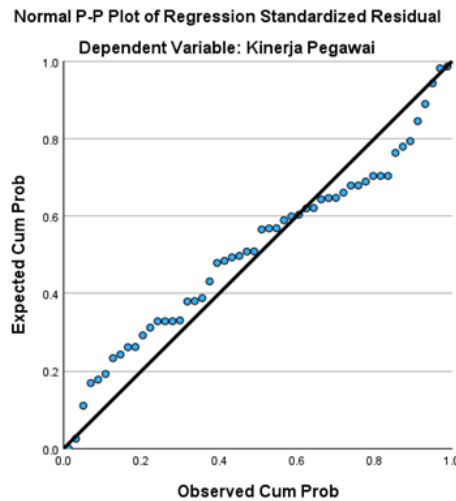
Figure 1. Normality Test Results Normal Probability Plots
Source: SPSS Data Processing Results

Based on Figure 1 above, it shows that the points on the P-Plot graph are scattered around the diagonal line, and the data distribution on the histogram graph closely follows the normal line. Therefore, it can be concluded that the data in this study follow a regression model that is normally distributed.
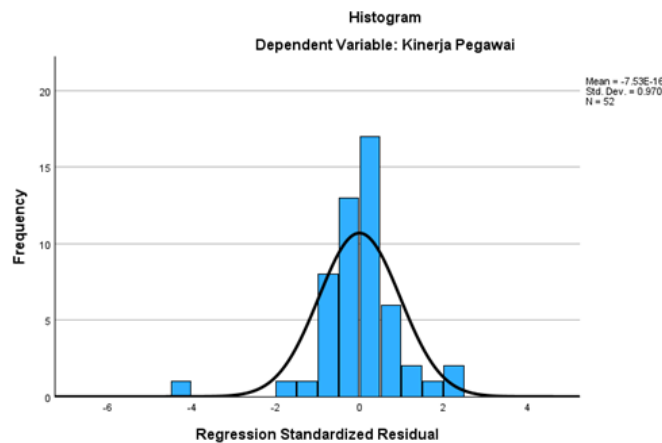

Figure 2. Normality Test ResultsHistogram Chart
Source: SPSS Data Processing Results

Based on the normality test seen in the Normal P-Plot chart, the data distribution follows the diagonal line. This indicates that the regression model is normally distributed.

Heteroscedasticity Test

The heteroscedasticity test aims to examine whether there is unequal variance in residuals across different levels of the independent variable in the regression model. To identify the presence of heteroscedasticity, a scatter plot of the predicted dependent variable values against the independent variables can be used. The analysis criteria for the heteroscedasticity test are as follows: a. If there is a specific pattern, such as points forming a regular pattern (e.g., oscillating, widening, and then narrowing), it indicates the presence of heteroscedasticity. b. If

there is no clear pattern, and the points are scattered both above and below the 0 mark on the Y-axis, it indicates no heteroscedasticity.
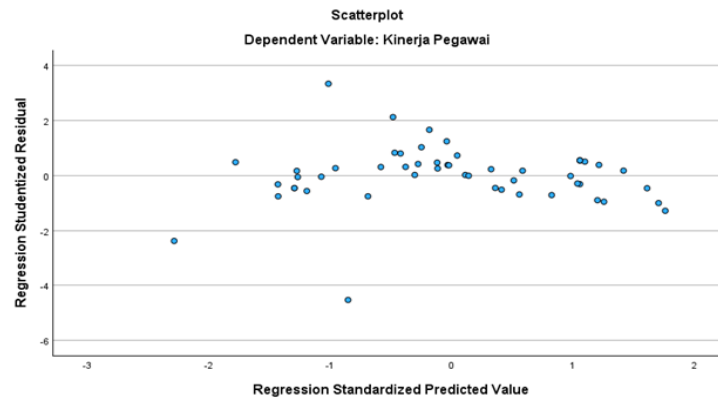
Figure 3. Heteroscedasticity Test Results
Source: SPSS Data Processing Results

Based on Figure 3, the heteroscedasticity test results using scatterplots show that the points are randomly scattered and spread both above and below the 0 mark on the Y-axis. This indicates that no heteroscedasticity is present in the regression model, meaning the regression model is suitable for further testing.

Multicollinearity Test

The multicollinearity test is conducted to examine whether there is any correlation between the independent variables in the regression model. A regression model is considered free from multicollinearity issues if it has a Variance Inflation Factor (VIF) value of less than 10 and a Tolerance value greater than 0.10.

Table 6. Multicollinearity Test Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	9.124	3.708		2.460	.018		
	Gaya Kepemimpinan	.767	.136	.784	5.655	<,001	.519	1.926
	Motivasi Kerja	-.625	.192	-.873	-3.251	.002	.139	7.218
	Budaya Organisasi	.493	.147	.794	3.345	.002	.177	5.645

a. Dependent Variable: Kinerja Pegawai

Source: SPSS Data Processing Results

Based on Table 6 above, it shows that the VIF (Variance Inflation Factor) for the leadership style variable is 1.926 (< 10), the VIF for the work motivation variable is 7.218 (< 10), and the VIF for the organizational culture variable is 5.645 (< 10). Meanwhile, the Tolerance value for the leadership style variable is 0.519 (> 0.10), the Tolerance value for the work motivation variable is 0.139 (> 0.10), and the Tolerance value for the organizational culture variable is 0.177 (> 0.10). This indicates that there is no multicollinearity or correlation between the independent variables in this study. Therefore, it can be concluded that the independent variables used in this regression model are free from multicollinearity issues.

Data Analysis Method
Multiple Linear Regression Analysis
        This analysis is used to determine the effect of the employee performance variable (Y) in relation to the independent variables: leadership style (X1), work motivation (X2), and organizational culture (X3).

Table 7. Multiple Linear Regression Test Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	9.124	3.708		2.460	.018
	Gaya Kepemimpinan	.767	.136	.784	5.655	<,001
	Motivasi Kerja	-.625	.192	-.873	-3.251	.002
	Budaya Organisasi	.493	.147	.794	3.345	.002

a. Dependent Variable: Kinerja Pegawai

Source: SPSS Data Processing Results

        Based on the SPSS calculations above, the following multiple linear regression equation can be formulated:
    $Y = 9.124 + 0.767\ X1 - 0.625\ X2 + 0.493\ X3$

a) a = Constant value of 9.124: This means that if the values of leadership style (X1), work motivation (X2), and organizational culture (X3) are all 0, the value of employee performance (Y) will be 9.124.
b) B1 = 0.767: This indicates the regression coefficient for the leadership style variable (X1) is positive. For each increase of 1 point in leadership style (X1), the employee performance (Y) will increase by 0.767 points.
c) B2 = -0.625: This indicates the regression coefficient for the work motivation variable (X2) is negative. For each increase of 1 point in work motivation (X2), employee performance (Y) will decrease by 0.625 points.
d) B3 = 0.493: This indicates the regression coefficient for the organizational culture variable (X3) is positive. For each increase of 1 point in organizational culture (X3), employee performance (Y) will increase by 0.493 points.

Coefficient of Determination

Table 8. Coefficient of Determination Test Results

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.722^a	.521	.491	4.76759	1.882

a. Predictors: (Constant), Budaya Organisasi, Gaya Kepemimpinan, Motivasi Kerja
b. Dependent Variable: Kinerja Pegawai

Source: SPSS Data Processing Results

        Based on the table above, the R Square value is 0.521, or 52.1%. This indicates that the employee performance variable (Y) is influenced or contributed to by the leadership style (X1), work motivation (X2), and organizational culture (X3) variables by 52.1%, meaning that 47.9% is determined by other variables.

Hypothesis Testing
Partial Significance Test (t-test)

The t-test is used to examine whether there is a significant partial effect of each independent variable (X) on the dependent variable (Y). To determine the critical value of t, a significance level of 0.05 (5%) is used with degrees of freedom df = (n-k-1), where n is the number of observations and k is the number of variables.

Table 9. t-Test Results

Coefficients^a

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	9.124	3.708		2.460	.018
	Gaya Kepemimpinan	.767	.136	.784	5.655	<,001
	Motivasi Kerja	-.625	.192	-.873	-3.251	.002
	Budaya Organisasi	.493	.147	.794	3.345	.002

a. Dependent Variable: Kinerja Pegawai

Source: SPSS Data Processing Results

Based on the results in Table 9, the following conclusions can be made:
a) Effect of Leadership Style on Employee Performance
   From the t-test calculation, it is found that t-count > t-table (5.655 > 2.010), and the significance value for the leadership style variable is 0.001, which is less than 0.05 (0.001 < 0.05). Therefore, Ho is rejected and Ha is accepted, meaning that leadership style has a significant effect on employee performance.
b) Effect of Work Motivation on Employee Performance
   From the t-test calculation, it is found that t-count < t-table (-3.251 < 2.010), and the significance value for the work motivation variable is 0.002, which is less than 0.05 (0.002 < 0.05). Therefore, Ho is rejected and Ha is accepted, meaning that work motivation has a significant effect on employee performance.
c) Effect of Organizational Culture on Employee Performance
   From the t-test calculation, it is found that t-count > t-table (3.345 > 2.010), and the significance value for the organizational culture variable is 0.002, which is less than 0.05 (0.002 < 0.05). Therefore, Ho is rejected and Ha is accepted, meaning that organizational culture has a significant effect on employee performance.

Simultaneous Significance Test (F-test)

The F-test essentially shows whether all the independent variables included in the model have a combined effect on the dependent variable.

Table 10. F-Test Results

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1184.735	3	394.912	17.374	<,001^b
	Residual	1091.034	48	22.730		
	Total	2275.769	51			

a. Dependent Variable: Kinerja Pegawai
b. Predictors: (Constant), Budaya Organisasi, Gaya Kepemimpinan, Motivasi Kerja

Source: SPSS Data Processing Results

Based on the F-test results above, it is found that F-count > F-table (17.374 > 2.80), and the significance value is 0.001, which is less than 0.05 (0.001 < 0.05). Therefore, Ho is rejected

and Ha is accepted, meaning that the leadership style, work motivation, and organizational culture variables, together, have a positive and significant effect on employee performance.

CONCLUSION

Based on the research data conducted on the impact of Leadership Style, Motivation, and Organizational Culture on the Performance of the Personnel and Human Resource Development Agency of South Tangerang City, the following conclusions can be drawn:

1. The hypothesis test results have shown that there is a significant and positive effect of leadership style on employee performance at the Personnel and Human Resource Development Agency of South Tangerang City.
2. The hypothesis test results have proven that there is a significant and negative effect of work motivation on employee performance at the Personnel and Human Resource Development Agency of South Tangerang City.
3. The hypothesis test results have demonstrated that there is a significant and positive effect of organizational culture on employee performance at the Personnel and Human Resource Development Agency of South Tangerang City.
4. The results from the simultaneous test have shown that the null hypothesis (Ho) is rejected and the alternative hypothesis (Ha) is accepted, meaning that the variables of Leadership Style, Work Motivation, and Organizational Culture together have a significant and positive effect on employee performance at the Personnel and Human Resource Development Agency of South Tangerang City.

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