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**ANALYSIS OF THE INFLUENCE OF LEADERSHIP STYLE, ORGANIZATIONAL CULTURE, AND MOTIVATION ON PERFORMANCE THROUGH DISCIPLINE AS AN INTERVENING VARIABLE****Irpan Hidayat Hasibuan, Fadilah Izhari, Nazifah Husainah**

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KEYWORDS	ABSTRACT
leadership style, organizational culture, motivation, discipline, and performance.	This research aims to determine and analyze the influence of leadership style, organizational culture, and motivation on performance through discipline as an intervening variable. The research method used is quantitative research. The research was conducted from January to June 2023, at PT. Address Gapa Citramandi Jl. H. Zinuddin No. 47 C Radio In South Jakarta. The data collection method uses research instruments. The population used is employees of PT. GCM consists of 60 people. Sampling was carried out using the Saturated Sampling technique method. The research results stated that leadership style and organizational culture did not have a significant effect on discipline. However, motivation has a significant influence. Discipline has a significant influence. This also means that discipline fails to work in mediating the influence of leadership style on performance among PT employees. Gapa Citramandri. Organizational culture through discipline has an insignificant effect on the performance of PT employees. Gapa Citramandri. This means that discipline fails to work in mediating the influence of organizational culture on the performance of PT employees. Gapa Citramandri. On the other hand, motivation through discipline has a significant effect on performance. Thus, discipline succeeded in mediating the influence of motivation on performance among PT employees. Gapa Citramandri. From the managerial aspect, it can be seen that efforts to improve employee performance require a very high organizational culture. Efforts are also made to improve employee performance, a very high level of leadership style is also required.

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**Corresponding Author:** Irpan Hidayat Hasibuan**Email:** irfanhidayat\_h@yahoo.co**INTRODUCTION**

Human Resources are the main element in every activity carried out by an organization or company (Almasri, 2016). Human resources are very important and cannot even be ignored in their role in the ecosystem of an institution or company (Muryani et al., 2022). Human resource management is the main activity in an organization to manage employees in the workplace to achieve the organization's vision and mission (Rustandi, 2019).

Management activities can run smoothly in accordance with the plans and targets or goals of the company, so the company needs competent and professional human resources and efforts to operate the company as optimally as possible so that staff efficiency can be increased (Riniwati, 2016). Performance is the outcome resulting from the function of a particular job or activity during a certain period (Untari, 2018).

PT Capacita Mandiri is a company located in South Jakarta that operates in the field of trading and servicing Air compressors and accessories; it was founded in 1992 from the results of

observations and interviews with researchers at PT. Gapa Citramandiri, which is located in South Jakarta, was conducted from January 5, 2023, to February 28, 2023; researchers found that employees of PT. It is okay for Gapa Citramandiri to experience fluctuations in employee performance.

PT. Gapa Citramandiri said that the KPI in 2018 was 287, and in 2019, it was 285, a decrease from 2018, namely (2) or (0.69%). KPI in 2020 was 298, an increase of 12 or 4.21%. KPI in 2021 is 308, an increase of 10 or 3.36%. Moreover, the KPI in 2022 is 285, a decrease of (23) or (7.47%).

The fluctuation in performance decline (KPI) is influenced by several variables, namely work discipline, leadership style, organizational culture, and motivation at PT. Gapa Citramandiri.

The phenomenon mentioned above is in line with research conducted by previous research in research "how work discipline influences employee performance. The influence of discipline on employee performance which is mediated by the company's work productivity at CV. Laut selatan Jaya Bandar Lampung" published in the journal Management and Business Vol. 13 No.1 October 2012 (Saputra & Hayaty, 2022).

Every dream at PT owns leadership. Gapa Citramandiri it is thought that it can create a harmonious working relationship between superiors and subordinates so that it can improve the performance of PT employees. Gapa Citramandiri. The phenomenon mentioned above is in line with research conducted by Astria K, Irwan N, and Agung S on how leadership style can influence the work results of employees at the UB Malang-East Java library as a research object, published in the Journal of Public Administrators (JAP), Vol. 3 No. 7 (Astria et al., 2015).

The organizational culture of PT. Gapa Citramandiri This is in line with research conducted by Muhammad Luhung Pribadi Benny Herlena on how organizational culture plays a role in work discipline in a case study of employees of the production directorate of PT. Krakatau Steel in Cilegon, which was published in the Scientific Psychology Journal Volume 3, Number 2, 2016. This concludes that the company is able to influence employee work compliance significantly, which is shown by the beta coefficient value of 0.534 with a significant predictor correlation (P-Value) of 0.000 based on the P-Value rule of less than 0.005 (Pribadi & Herlena, 2016).

The motivation provided by PT. The image gap is thought to influence employee performance. This is in accordance with research conducted by Raka. W, Big. S. and Suyatna. Y, about how motivation influences employee discipline and performance with a case study at the Denpasar City regional secretariat published in the journal Economics & Business, Vol. 4, No 2. September 2017 (Kumarawati et al., 2017) . By concluding that motivation can positively and significantly influence work discipline in the Denpasar City Regional Secretariat. These results mean that as employee motivation increases, employee work discipline at the Denpasar City Regional Secretariat increases significantly.

Based on the background above, this research aims to determine and analyze the influence of leadership style, organizational culture, and motivation on performance through discipline as an intervening variable. The benefit of the research is to analyze the influence of leadership style, organizational culture and motivation on performance through discipline in PT Gapa Citramandiri employees.

## **METHOD**

The research used in this research uses quantitative research. This type of quantitative research is a type of research that is based on the philosophy of positivism. The study was conducted from January 2023 to June 2023, at PT. Gapa Citramandi address Jl. H. Zinuddin No. 47 C Radio Dalam Jakarta Selatan. Quantitative research is used to research certain populations or samples, and data

collection uses research instruments and quantitative/statistical data analysis, which has the aim of testing predetermined hypotheses (Sugiyono, 2015).

This type of quantitative research is used in this research because it is felt that in this research, the data used is expressed in numbers and analyzed using statistical techniques. Meanwhile, the research method used in this research uses an associative method. The associative method is research that looks for a causal relationship between one or more independent variables (independent variables) and the dependent variable (dependent variable) (Sahir, 2021).

Population is an area of generalization consisting of objects/subjects that have certain characteristics and qualities determined by researchers and then studied and conclusions drawn (Saleh, 2017). The population sampled in this research were employees of PT. Gapa Citramandiri has 60 people as permanent employees, starting from the beginning until the research is completed.

The sample is the part and number of research subjects with the characteristics of the available population. If the population level is large, the researcher will only study part of the population and will use it as a sample in processing the data. If the population size is relatively less than 100 samples, then all employees owned by the company will study the sample. Suppose the population owned by the object being studied is below 100 people. In that case, the entire population will be used as a sample. The technique used in collecting samples is referred to as the sampling technique (Ramdhan, 2021). So, the total number of samples used is all employees owned by PT. Gapa Citramandiri is 60 people. The analytical techniques used in this research are instrument testing and hypothesis testing.

## **RESULTS AND DISCUSSION**

### **The Influence of Leadership Style on Discipline**

Leadership style has no significant effect on discipline. This can be seen from the P Values  $> 0.05$  ( $0.944 > 0.05$ ), so the hypothesis is rejected. The coefficient value (original sample column) is  $-0.026$ , meaning it has an insignificant negative influence; namely, if leadership style increases by zero units, discipline will also decrease by  $0.026$  units (Praganta, 2022).

### **The Influence of Organizational Culture on Discipline**

Organizational culture has no significant effect on discipline. This can be seen from the P values  $> 0.05$  ( $0.836 > 0.05$ ), so the hypothesis **is rejected**. The coefficient value (*original sample column*) is  $0.080$ , meaning it has an insignificant positive influence; namely, if organizational culture increases by one unit, discipline will also increase by  $0.080$  units.

### **The Influence of Motivation on Discipline**

Motivation has a significant effect on discipline. This can be seen from the P Values  $< 0.05$  ( $0.000 < 0.05$ ), so the hypothesis **is accepted**. The coefficient value (*original sample column*) is  $0.714$ , meaning it has a significant positive influence; namely, if motivation increases by one unit, discipline will also increase by  $0.714$  units.

### **The Influence of Leadership Style on Performance**

Leadership style has no significant effect on performance. This can be seen from the P values  $> 0.05$  ( $0.313 > 0.05$ ), so the hypothesis **is rejected**. The coefficient value (*original sample column*) is  $0.524$ , meaning it has an insignificant positive influence; namely, if leadership style increases by one unit, performance will also increase by  $0.524$  units (Habba et al., 2017).

### **The Influence of Organizational Culture on Performance**

Organizational culture has no significant effect on performance. This can be seen from the P values  $> 0.05$  ( $0.488 > 0.05$ ), so the hypothesis **is rejected**. The coefficient value (*original sample*

*column*) is -0.388, meaning it has an insignificant negative influence; namely, if organizational culture increases by zero units, performance will also decrease by 0.388 units.

#### **The Effect of Motivation on Performance**

Motivation has no significant effect on performance. This can be seen from the P values  $> 0.05$  ( $0.907 > 0.05$ ), so the hypothesis **is rejected**. The coefficient value (*original sample column*) is 0.025, meaning it has an insignificant positive influence; namely, if motivation increases by one unit, performance will also increase by 0.025 units.

#### **The Effect of Discipline on Performance**

Discipline has a significant effect on performance. This can be seen from the P Values  $< 0.05$  ( $0.000 < 0.05$ ), so the hypothesis **is accepted**. The coefficient value (*original sample column*) is 0.763, meaning it has a significant positive influence; namely, if discipline increases by one unit, performance will also increase by 0.763 units.

#### **The Influence of Leadership Style on Performance Mediated by Discipline**

Leadership style through discipline has no significant effect on performance. This can be seen from the P Values  $> 0.05$  ( $0.946 > 0.05$ ), so the hypothesis **is rejected**. This also means discipline is needed to mediate the influence of leadership style on performance.

#### **The Influence of Organizational Culture on Performance Mediated by Discipline**

Organizational culture through discipline has no significant effect on performance. This can be seen from the P Values  $> 0.05$  ( $0.839 > 0.05$ ), so the hypothesis **is rejected**. This also means discipline is needed to mediate the influence of organizational culture on performance.

#### **The Effect of Motivation on Performance Mediated by Discipline**

Motivation through discipline has a significant effect on performance. This can be seen from the P Values  $< 0.05$  ( $0.004 < 0.05$ ), so the hypothesis **is accepted**. This also means discipline succeeded in mediating the influence of motivation on performance.

### **CONCLUSION**

In conclusion of, this research, it can be concluded that leadership style and organizational culture do not have a significant influence on employee discipline and performance at PT. Gapa Citramandiri. However, motivation has been proven to have a significant effect on discipline, and this discipline also has a significant effect on employee performance. In addition, the research results show that discipline is unable to mediate the influence of leadership style and organizational culture on performance. However, discipline succeeded in mediating the influence of motivation on employee performance. These results provide important insights into the factors that influence employee performance and the important role of motivation in improving it.

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