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The influence of leadership style and organizational culture on the performance of employees through work discipline in electrical industry



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ABSTRACT

Planned and sustainable human resource development is important for every organization or company. Several factors that influence employee performance include leadership style, organizational culture, and work discipline. This research aims to determine the influence of leadership style and organizational culture on employee performance through work discipline in the electrical industry. The research method used is quantitative research, and quantitative data was collected through a questionnaire survey to analyze the relationship between latent variables. This research involved 133 samples of organic employees from one of the electricity companies in Indonesia. The data analysis technique uses SEM PLS with Smart-PLS. The research results show that the application of leadership style and organizational culture in the electricity industry has a positive and significant effect on work discipline and employee performance. Likewise, work discipline also has a positive and significant effect on employee performance. Furthermore, leadership style and organizational culture have a positive and significant effect on employee performance through work discipline as an intervening variable. So, it can be concluded that the application of leadership style and organizational culture through work discipline has a positive and significant effect on employee performance in the electrical industry.

1. Introduction

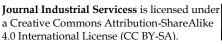
Human resources are key to a company's success. Employees who are competent and efficient in their duties contribute to the achievement of company goals. Company management must pay attention to all aspects involving staff to ensure effectiveness and efficiency in achieving goals. Human Resources (HR) is a valuable and essential asset in planning and implementing all company activities [1]. Human resources in the company can be seen from employee performance. Performance is the result of work in terms of quality and quantity, according to its responsibilities. Employees can improve performance with a suitable work environment [2].

In the context of the important role of human resources in the company, the role of leadership has great significance in employee performance. Leaders are responsible for determining, planning, organizing, mobilizing, and controlling resources. Leadership is the main element of management that has a strategic role in the survival of the company. Effective leadership helps organizations deal with future uncertainties. Leadership style involves good direction from the

leader, either directly or indirectly, to achieve the tasks that have been set [3]. In addition to leadership style, organizational culture is a demand for every element of a company's organization to form attitudes and behaviors that are in accordance with the company's vision and mission which ultimately results in resources that are disciplined, have high integrity, work with full responsibility, and have intellectual and soft skills quality [4]. One of the fundamental issues in efforts to increase employee job satisfaction is to improve leadership style, organizational culture, and work discipline associated with employee job satisfaction [5].

This research was done in PT Krakatau Daya Listrik, a subsidiary of Krakatau Steel Industry Group which is engaged in power generation with steam gas power (PLTGU) and solar power (PLTS). PT KDL is the main electricity supplier in the Krakatau Industrial Estate area. PT KDL wants to improve employee performance for the good of the company.

According to Gunawan et al. study utilizing SEM PLS, leadership style positively impacts employee performance [6]. Similarly, Suryani & Budiono research using SEM PLS revealed that organizational culture has a notable and positive effect on employee performance





[7]. Rosalina & Wati study using SEM PLS demonstrated a significant and positive correlation between leadership style and work discipline [8]. However, Nurhayati & Supriyadi research utilizing SEM PLS found no significant influence between organizational culture variables and work discipline [9]. Furthermore, Efhendy et al. study utilizing SEM PLS indicated that work discipline significantly impacts employee performance [10]. Therefore, this study aims to analyze the influence on employee performance through several aspects ranging from leadership style, organizational culture, and work discipline using the SEM-PLS (Structural Equation Modelling - Partial Least Square) method.

2. Material and method

2.1. Research framework

The type of research conducted is quantitative research. This research was conducted at PT KDL and this research was conducted to measure the relationship between leadership style, and organizational culture, as an exogenous latent variable and measure work discipline in its relationship between organizational culture and employee performance as an endogenous latent variable. The research framework can be seen in Fig. 1.

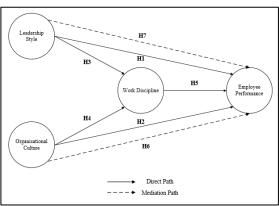


Figure 1. Research Framework

Table 1. Leadership style variable statement items

Symbol	Statement Item
GK1	Superiors are able to give credit to employees' ideas
GK2	Employees are given descriptions of work tasks by superiors
GK3	Superiors provide clear work instructions
GK4	Superiors apply levels of orders
GK5	Superiors are able to generate interest for employees
GK6	Employees are given the opportunity to give opinions
GK7	Superiors are able to resolve employee conflicts
GK8	Employees are given the opportunity to complain
GK9	Superiors formulate work goals together with employees
GK10	Superiors participate in communication between employees

Table 2. Organizational culture variable statement items

Symbol	Statement Item
BO1	Employees should get satisfaction from the work they do
BO2	Employees should set a work plan and endeavor to complete it well.
BO3	Respect, honor, and be kind to employees
BO4	Employees always prioritize quality performance in completing their work.
BO5	Employees do not delay work that has been given by superiors
BO6	Employees cooperate with colleagues in teams as well as coordination

Table 3. Work discipline variable statement items

Symbol	Statement Item
DK1	Workload that matches the employee's ability
DK2	Leaders are good role models for their subordinates in enforcing discipline
DK3	The compensation received is fair according to the employee's ability
DK4	The sanctions given to employees who violate are appropriate in implementing discipline.
DK5	Leaders always supervise the work of their subordinates directly

Table 4. Employee performance variable statement items

Symbol	Statement Item
KK1	Employees have good skills to complete tasks in accordance with company goals
KK2	Employees have honesty at work, which has an impact on good work results
KK3	Employees have responsibility at work so that they can complete tasks well
KK4	Employees dare to make decisions without waiting for superior orders in completing tasks
KK5	Employees have the ability to work together with the team and are able to complete tasks well
KK6	Employees complete assigned tasks within the time set by the company
KK7	Employees complete work quickly without compromising work quality
KK8	Employees minimize the level of work errors in accordance with the target standards set by the company

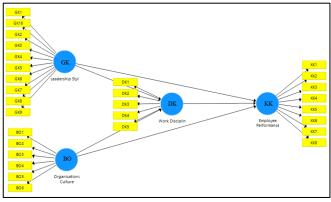


Figure 2. SEM PLS model

The data collection method of this research is by conducting field observations, literature studies, and brainstorming regarding questionnaire statements that will be given to respondents, namely organic employees of PT KDL. The total number of organic employees of PT KDL is 199 employees. The sampling number was determined using the Slovin formula with a confidence level of 95%. The results of the sampling determination totaled 133. The research data obtained for distributing questionnaires to respondents of organic employees of PT KDL is 133 respondents.

2.2. Data analysis

After distributing questionnaires to employees of PT KDL, SEM research model analysis with PLS was carried out. The results of the questionnaire are processed using the SEM method using Smart-PLS 3.0 software, then the final results will be obtained in the form of the effect of each existing variable on employee performance as an endogenous variable and on work discipline as a mediating variable as in Figure 1. The next stage is the outer model testing stage which is used as a validity and reliability test.

Furthermore, the inner model was tested by calculating the effect size (F²), Inner VIF, Path Coefficient. And finally testing the goodness & fit of the model by calculating the value of R-Square, Predictive Relevance (Q²), and Goodness of Fit Index (Gof Index).

3. Results and discussions

3.1. Result

After discussing the variables used in the study, a questionnaire was used for each variable. This research was conducted with a sample of PT KDL employees with organic status, the characteristics of the respondents are presented in the following figure. Based on the previous explanation of the parameters of each variable, the SEM-PLS model is obtained and becomes a reference in its application in Smart-PLS 3.0 software. The research model is shown in Fig. 2.

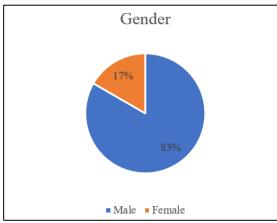


Figure 3. By gender

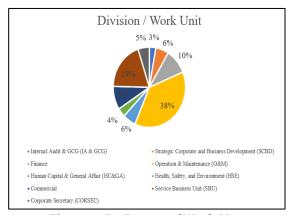


Figure 4. By Division/Work Unit

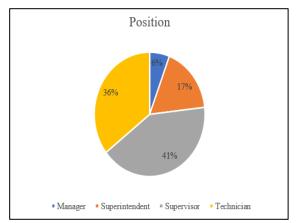


Figure 5. Based on position

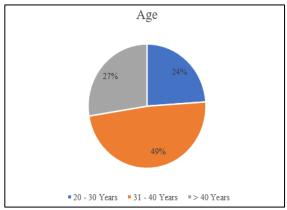


Figure 6. By age

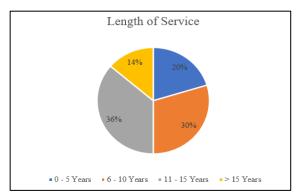


Figure 7. Based on length of service

The characteristics of respondents are shown in Fig. 3, 4, 5, 6, and 7. After identifying the characteristics of respondents in this study, the data processing continued with the analysis of the outer model, inner model, and testing the goodness and suitability of the model.

3.2. Outer model

Measurement model testing will be carried out by testing the level of validity and reliability of each variable and to find out whether it is eligible to be carried out as research or not by paying attention to the results of convergent validity and discriminant validity.

In convergent validity, see the correlation between indicator scores and the average score of the variable. Indicators are considered valid if the loading factor value is above 0.70 and has an AVE (Average Variance Extracted) greater than 0.50 [11].

Based on Table 5, several indicators of each variable that are colored red must be eliminated to proceed to the next test. The following are the results of retesting after the 8 indicators have been eliminated. Based on Table 5, all indicators used in this study include GK1, GK2, GK3, GK5, GK8, GK9, GK10, BO2, BO3, BO4, BO5, DK2, DK4, DK5, KK2, KK3, KK5, KK6, KK7, and KK8. The remaining indicator values of each latent variable all meet the criteria with an outer loading value above 0.70.

Next, the AVE value test is carried out. The following is the AVE value of each variable used in this study (see Table 6). Apart from convergent validity, another thing that must be considered in evaluating the outer model is discriminant validity. In discrimant

validity there are fornell lacker criterion and HTMT (Heterotrait Monotrait Ratio), as shown in Table 6 and Table 7. The following is the value of fornell lacker criterion and HTMT (Heterotrait Monotrait Ratio), which is shown in Table 8. Based on Table 7, the value in the Fornell lacker criterion table is a test in discriminant validity. The results that have been obtained, all the bolded values are above 0.70 and the value of each bolded variable has a greater value than the other variables.

Table 5.Loading factor

Attribute	Value
GK1	0,772
GK2	0,741
GK3	0,787
GK5	0,848
GK8	0,782
GK9	0,825
GK10	0,742
BO2	0,737
BO3	0,724
BO4	0,787
BO5	0,711
BO6	0,827
DK2	0,879
DK4	0,851
DK5	0,734
KK2	0,776
KK3	0,905
KK5	0,900
KK6	0,905
KK7	0,755
KK8	0,771

Table 6. AVE

Variable	AVE	Description
Leadership Style	0,618	Meets the criteria
Organizational Culture	0,575	Meets the criteria
Work Discipline	0,679	Meets the criteria
Employee Performance	0,703	Meets the criteria

Table 7. Fornelll Lacker criterion

Variable	ВО	DK	GK	KK
ВО	0,796			
DK	0,623	0,824		
GK	0,302	0,615	0,786	
KK	0,760	0,753	0,612	0,830

Table 8. HTMT

•	Variable	ВО	DK	GK	KK
٠	ВО				
	DK	0,720			
	GK	0,326	0,699		
	KK	0,890	0,873	0,660	

Table 9. Cronbach's alpha and composite reliability

Variable	Cronbach's Alpha	Composite Reliability
Leadership Style	0,897	0,871
Organizational Culture	0,817	0,863
Work Discipline	0,768	0,919
Employee Performance	0,914	0,934

Table 10. Effect size (F²)

No	Variable	Value	Criteria
1	Leadership Style -> Employee Performance	0,241	Medium
2	Organizational Culture -> Employee Performance	0,675	Large
3	Leadership Style -> Work Discipline	0,487	Large
4	Organizational Culture -> Work Discipline	0,512	Large
5	Work Discipline -> Employee Performance	0,102	Small

Table 11. Inner VIF

Variable	ВО	DK	GK	KK
BO DK		1,101		1,665 2,433
GK		1,101		1,637

Table 12.Path coefficient

Path	Original Sample (O)	T Statistics	P Values	Result
GK -> KK	0,306	6,497	0,000	Accepted
BO ->KK	0,517	11,054	0,000	Accepted
GK -> DK	0,470	6,890	0,000	Accepted
BO-> DK	0,481	7,657	0,000	Accepted
DK -> KK	0,243	3,628	0,000	Accepted

Referring to Table 7, the values in the Fornell-Lacker criterion table indicate a test for discriminant validity. The results reveal that all bolded values exceed 0.70, with each bolded variable having a higher value compared to other variables. Referring to Table 8, the values in the HTMT (Heterotrait Monotrait Ratio) Table represent a test for discriminant validity. The results indicate that all values exceed 0.90 [12]. Apart from being assessed for convergent validity and discriminant validity, the outer model can also be evaluated based on the reliability of latent variables, measured by the composite reliability value and Cronbach's alpha. The following table presents the Cronbach's alpha and composite reliability values for each variable.

Based on Table 9, shows that the value of Cronbach's alpha and composite reliability has met the criteria. The requirement to be able to meet Cronbach's alpha and composite reliability is above 0.7. So, it can be concluded that the variables tested are valid and reliable. It can be concluded that then it can proceed to inner model testing or structural model testing.

3.3. Inner model

The next stage is to test the structural model (inner model). There are components of items that become

criteria in assessing the structural model, namely the Effect size (F2) value (Table 10), inner VIF (Table 11), and path coefficient (Table 12). Based on Table 10, the influence value between variables almost all show a value with large criteria, except for the influence of Leadership Style on Employee Performance which has results with medium criteria, and the influence of Work Discipline on Employee Performance which has results with small criteria. This indicates a strong influence between these variables. The greater the effect size value, the greater the influence.

Based on Table 11, it can be concluded that the inner VIF value has a value that is below 5 [13]. This indicates that there are no symptoms of collinearity in the structural model used, so this research is continued for hypothesis testing through bootstrapping contained in PLS. Based on Table 12, all p-values are below 0.05. These values indicate that all variable hypotheses tested are accepted. The p values indicate the level of significance between each effect. After knowing the path coefficient value in Table 12, the test results of each variable are obtained, namely.

1. H_{01} : Leadership Style has no significant effect on Employee Performance.

H₁₁: Leadership Style has a significant effect on Employee Performance.

Table 13. Spesific indirect effects

Path	Original Sample (O)	T Statistics	P Values	Result
BO -> DK -> KK	0,117	3,379	0,001	Accepted
GK ->DK -> KK	0,114	3,019	0,003	Accepted

Table 14. R-square

No	Variable	R-Square	R-Square Adjusted
1	Work Discipline	0,589	0,583
2	Employee Performance	0,763	0,757

Based on Table 12, the p-values are 0.000 which means smaller than 0.05 (significant) with a coefficient of 0.306. So, it is decided that H_0 is rejected and H_1 is accepted.

- 2. H_{02} : Organizational Culture has not significant effect on employee performance
 - H₁₂: Organizational Culture has a significant effect on Employee Performance.
 - Based on Table 12, the p-values are 0.000 which means smaller than 0.05 (significant) with a coefficient of 0.517. So, it is decided that H_0 is rejected and H_1 is accepted.
- 3. H₀₃: Leadership Style has no significant effect on Work Discipline
 - H₁₃: Leadership Style has a significant effect on Work Discipline
 - Based on Table 12, the p-values are 0.000 which is smaller than 0.05 (significant) with a coefficient of 0.470. So, it is decided that H_0 is rejected and H_1 is accepted.
- 4. H₀₄: Organizational Culture has no significant effect on Work Discipline
 - H_{14} : Organizational Culture has a significant effect on Work Discipline
 - Based on Table 12, the p-values are 0.000 which means smaller than 0.05 (significant) with a coefficient of 0.481. So, it is decided that H_0 is rejected and H_1 is accepted.
- 5. H₀₅: Work Discipline has no significant effect on Employee Performance
 - H₁₅: Work Discipline has a significant effect on Employee Performance
 - Based on Table 12, the p-values are 0.000, which is smaller than 0.05 (significant) with a coefficient of 0.243. So, it is decided that H_0 is rejected and H_1 is accepted.

The test results of each variable are obtained, namely.

1. H₀₆: Organizational Culture does not have a significant effect on Employee Performance through Work Discipline

 H_{16} : Organizational Culture has a significant effect on Employee Performance through Work Discipline Based on Table 13, the p-values are 0.001 which means smaller than 0.05 (significant) with a coefficient of 0.117. So, it is decided that H_0 is rejected and H_1 is accepted.

 H₀₇: Leadership Style has no significant effect on Employee Performance through Work Discipline.
 H₁₇: Leadership Style has a significant effect on Employee Performance through Work Discipline.
 Based on Table 13, the p-values are 0.003 which means smaller than 0.05 (significant) with a coefficient of 0.114. So, it is decided that H₀ is rejected and H₁ is accepted.

Based on Table 14, all *p* values are below 0.05. This value indicates that all variable effects are acceptable. The test results of each variable are obtained, namely.

- 1. Effect of Leadership Style on Employee Performance Based on Table 14, the p-values are 0.000 which means smaller than 0.05 (significant) with the accumulated direct effect coefficient (0.306) and indirect effect (0.114) of 0.420. With these results, the Leadership Style variable has a positive and significant influence on Employee Performance.
- 2. Effect of Organizational Culture on Employee Performance

Based on Table 14, the p-values are 0.000 which means smaller than 0.05 (significant) with the accumulated direct effect coefficient (0.517) and indirect effect (0.117) of 0.633. With these results, the Organizational Culture variable has a positive and significant influence on Employee Performance. So that any change in Organizational Culture will increase Employee Performance.

3.4. Goodness & fit testing

The next stage is to test the goodness & fit of the model. There are component items that become criteria in the goodness and fit of the model, namely the R-Square value and Predictive Relevance (Q2) and Goodness of Fit Index (Gof Index). Based on Table 15, the R-square value for Work Discipline is 0.589 which means that the percentage of the influence of Leadership Style and Organizational Culture as exogenous variables for Work Discipline is 58.9% while the remaining 41.1% is variables outside the study. A different thing is obtained in the R-square value for Employee Performance, namely 0.763, which means that the percentage of the influence of Leadership Style, Organizational Culture, and Work Discipline as exogenous variables for Employee Performance is 76.3% while the remaining 23.7% is other variables outside the study.

Table 16.

Predictive relevance (Q2)
Variable

Variable	Q-Square
Work Discipline	0,374
Employee Performance	0,517

Table 19. Gof index

Mean Communality	Mean R-Square	Gof Index
0,641	0,676	0,658

Based on Table 16, the value of each predictive relevance exceeds zero. Q² value > 0 indicates that the mode that has been created has predictive relevance [14], meaning that the model has been well reconstructed and is able to measure how well the resulting observation value. The Q² value of the Work Discipline variable is 0.374> 0.25, indicating that the model has predictive relevance with moderate prediction accuracy and the Q2 value of the Employee Performance variable is 0.517> 0.50, indicating that the model has predictive relevance with high prediction accuracy. Thus, it can be concluded that this research model has predictive relevance with Q2> 0. Based on Table 17, shows a GOF index value of 0.658 which is included in high GOF. Empirical data can explain the measurement model and structural model with a high level of fit.

3.5. Discussion

Based on the test results in data processing in this study, it shows that Leadership Style has a positive and significant effect on Employee Performance at PT KDL. The results obtained are with a direct effect path coefficient value of 0.306 and p-values of 0.000 < 0.05. So that the first hypothesis, namely Leadership Style has a and significant effect on Employee Performance, can be accepted. Any change in Leadership Style will increase Employee Performance. The existence of Leadership Style in improving Employee Performance has a moderate influence in the structural level of effect size $(F^2) = 0.241$. It can be stated that Leadership Style is able to improve Employee Performance at PT KDL. Based on the results of the study, the results obtained align with research that discusses the effect of Leadership Style on Employee Performance, namely in research conducted by Wirae et al. which states that Leadership Style has a positive and significant effect on Employee Performance [6].

Based on the test results in data processing in this study, it is shown that Organizational Culture has a significant effect on Employee positive and Performance at PT KDL. The results obtained are with a direct effect path coefficient value of 0.517 and p-values of 0.000 <0.05. So that the second hypothesis, namely Organizational Culture has a positive and significant effect on Employee Performance, can be accepted. Any change in Organizational Culture will increase Employee Performance. The existence

Organizational Culture in improving Employee Performance has a large influence in the structural level of effect size $(F^2) = 0.675$. It can be stated that Organizational Culture is able to improve Employee Performance at PT KDL. Based on the research results obtained results they are in line with research that discusses the influence of Organizational Culture on Employee Performance, namely in research conducted by Suryani & Budiono which states that Organizational Culture has a positive and significant influence on Employee Performance [7].

Based on the test results in data processing in this study, it is shown that Leadership Style has a positive and significant effect on Work Discipline at PT KDL. The results obtained are with a direct effect path coefficient value of 0.470 and p-values of 0.000 < 0.05. So, the third hypothesis, namely Leadership Style has a positive and significant effect on Work Discipline, can be accepted. Any change in Leadership Style will increase Work Discipline. The existence of Leadership Style in improving Work Discipline has a large influence in the structural level effect size $(F^2) = 0.487$. It can be stated that the Leadership Style is able to improve Work Discipline at PT KDL. Based on the results of the study, the results obtained align with research that discusses the effect of Leadership Style on Work Discipline, namely in research conducted by Rosalina & Wati which states that Leadership Style has a positive and significant effect on Work Discipline [8].

Based on the test results in data processing in this study, it is shown that Organizational Culture has a positive and significant effect on Work Discipline at PT KDL. The results obtained are with a direct effect path coefficient value of 0.481 and p-values of 0.000 < 0.05. So, the fourth hypothesis, namely Organizational Culture has a positive and significant effect on Work Discipline, can be accepted. Any change in Organizational Culture will increase Work Discipline. The existence of Organizational Culture in improving Work Discipline has a large influence in the structural level effect size (F^2) = 0.512. It can be stated that Organizational Culture is able to improve Work Discipline at PT KDL. In other studies that discuss the influence of Organizational Culture on Work Discipline, namely research conducted by Sake F et al states that Organizational Culture has a positive and significant influence on Work Discipline [15].

Based on the test results in data processing in this study, it is shown that Work Discipline has a positive and significant effect on Employee Performance at PT KDL. The results obtained are with a direct effect path coefficient value of 0.243 and p-values of 0.000 < 0.05. So, the fifth hypothesis, namely Work Discipline has a and significant effect on Employee Performance, can be accepted. Any change in Work Discipline will increase Employee Performance. The existence of Work Discipline in improving Employee Performance has a small influence in the structural level effect size $(F^2) = 0.102$. It can be stated that Leadership Style is able to improve Employee Performance at PT KDL. Based on the results of the study, the results

obtained align with research that discusses the effect of Work Discipline on Employee Performance, namely in research conducted by Efhendy et al. which states that Work Discipline has a positive and significant effect on Employee Performance [10].

Based on the test results in data processing in this study, shows that Organizational Culture has a positive and significant effect on Employee Performance through Work Discipline at PT KDL. The results obtained are with a path coefficient value of 0.117 and p-values of 0.001 < 0.05. So, the sixth hypothesis, namely Organizational Culture has a positive and significant effect on Employee Performance through Work Discipline as an intervening variable, can be accepted. It can be stated that Work Discipline indirectly mediates Organizational Culture on employee performance at PT KDL. In research conducted by Fathurahman & Ahman stated that Organizational Culture on Employee Performance through Work Discipline has a positive and significant influence [15].

Based on the test results in data processing in this study, it is shown that Leadership Style has a positive and significant effect on Employee Performance through Work Discipline at PT KDL. The results obtained are with a path coefficient value of 0.114 and p-values of 0.003<0.05. So, the seventh hypothesis, namely that Leadership Style has a positive and significant effect on Employee Performance through Work Discipline as an intervening variable, can be accepted. It can be stated that Work Discipline indirectly mediates Leadership Style in employee performance at PT KDL. Research conducted by Setiadi & Lutfi stated that Leadership Style on Employee Performance through Work Discipline has a positive and significant influence [16]. This states that Work Discipline indirectly mediates Leadership Style on Employee Performance at PT KDL.

4. Conclusions

Based on the results of research, data processing, and analysis that has been carried out regarding the analysis of the influence of leadership style and Organizational Culture through Work Discipline at PT KDL, the conclusions of this study are that Leadership Style has a positive and significant effect on Employee Performance at PT KDL. Organizational Culture has a positive **Employee** and significant effect on Performance at PT KDL. Leadership Style has a positive and significant effect on Work Discipline at PT KDL. Organizational Culture has a positive and significant effect on Work Discipline at PT KDL. Work Discipline has a positive and significant effect on Employee Performance at PT KDL. Organizational Culture has a positive and significant effect on **Employee** Performance through Work Discipline at PT KDL. Leadership Style has a positive and significant effect on Employee Performance through Work Discipline at PT KDL So, it can be concluded that the application of leadership style and organizational culture through work discipline has a positive and significant effect on employee performance in the electrical industry.

Declaration statement

Sirajuddin: Conceptualization, Methodology, Writing-Original Draft, Design, Creating product prototypes, Resources, Validation, Formal analysis, Resources, Visualization, Investigation, Writing-Review & Editing.

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Data availability statement

The authors confirm that the data supporting the findings of this study are available within the article or its supplementary materials.

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