

# The Effect of Leadership, Organizational Culture and Work Discipline on Employee Performance

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## The Effect of Leadership, Organizational Culture and Work Discipline on Employee Performance (Case Study in Central Java Disporapar)

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### Research article

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**Abstract:** This research was conducted at DISPORAPAR JATENG. The purpose of this research is to analyze the Influence of Leadership, Organizational Culture and Work Discipline. This type of research is quantitative by distributing questionnaires, in collecting data using purposive sampling technique with a sample of 89 respondents. The problems that occur at the DISPORAPAR JATENG in leadership are still not firm, the organizational culture that is seen to still behave it pleases and work discipline there are still some employees who do not obey the rules. The tests used in this study are validity test, reliability test, multiple regression analysis, determinant coefficient, f test (Simultaneous) and t test (partial). The results of this study indicate that leadership, organizational culture, and work discipline simultaneously have a significant influence on employee performance. The results of the coefficient of determination show that the value of  $R^2$  is 0.916, meaning that the variables of leadership, organizational culture and work discipline can explain 91.6 of the performance of the DISPORAPAR JATENG employees. The remaining 8.4 is influenced by variables that are not observed.

**Keywords:** leadership; organizational culture; work discipline; employee performance.

### 1. Introduction

In the current modern era, human resources are a factor that greatly influences the running of an organization. With the current advances in technology, various things can be easily reached, an organization must have good quality human resources and be able to adapt to technology that continues to increase and develop rapidly. Because with human resources that don't keep up with technological developments and move slowly, it can make an organization's goals are not achieved optimally. The achievement of an organization's goals is inseparable from employee performance as measured by the quality of an employee in completing the work that is his responsibility. High employee performance can make employees loyal to the organization and motivated to work better, so that high productivity can be achieved (Nasution & Ichsan, 2021).

Human resources are a component that determines the success of an organization. Organizations are expected to be able to manage human resources well for the running of an organization, so the success rate of organizational operations is based on the quality of human resources they have (Sutaguna et al., 2023).

The influence of leadership is how a person can influence subordinates or other

employees, either directly or indirectly, with awareness and understanding so that they want to follow the instructions given. A leader is someone who can be used as an example and is also able to use the capabilities they have effectively and efficiently. The leadership model in an organization is needed to coordinate all levels of the organization properly and correctly. Another factor that affects employee performance is organizational culture. Organizational culture is a habit or standard of behavior that exists and is followed by its members. If an organization has a good organizational culture in the sense that it can provide solutions to internal and external organizational problems properly, it can achieve organizational goals to the fullest.

The next factor that affects employee performance is work discipline, which is something that exists in a person to be able to carry out their duties with a sense of full responsibility because a person's discipline can reflect that he has a great responsibility in doing work. Employees can be said to be disciplined if they obey, respect, and comply with the rules set by the organization and are willing to accept sanctions if they consciously or unknowingly violate the rules that have been applied.

DISPORAPAR JATENG is the Department of Youth, Sports and Tourism of the Province of Central Java formed based on the Regional Regulation of the Province of Central Java Number 9 of 2016 concerning the Formation and Composition of Regional Apparatuses of the Province of Central Java. The Department of Youth, Sports and Tourism of Central Java Province is a combination of the Office of Youth and Sports of Central Java Province and the Office of Culture and Tourism of Central Java Province. The establishment of the Department of Youth, Sports and Tourism is to improve operational performance and services, especially the development of youth, sports, and tourism in Central Java Province.

The benefit of conducting research at the Central Java DISPORAPAR is to see how far the performance of employees has been in helping to realize the vision and mission that has been set, which is divided into the fields of youth, sports, and tourism. The purpose of establishing the Central Java DISPORAPAR is to improve the quality and quantity of youth, sports tourism and creative economy Central Java with character and competitiveness, improve information systems, synergy and stakeholder partnerships for youth sports tourism and the creative economy, realizing Central Java as a major tourist destination, so researchers want to see how far the performance of employees at the Central Java DISPORAPAR with the variables Leadership, Organizational Culture and Work Discipline. The problems that researchers see when doing field practice or apprenticeships show that there are still some irregularities.

The disciplinary condition of the Central Java DISPORAPAR employees is that there are still delays in attendance, who come to work beyond the allotted time and at the time of call the employees still use incomplete attributes. There are still employees who behave as they please and do not obey the rules set by the leader. The level of discipline is inseparable from leadership which must be firm, so the role of a leader in controlling employees is very large. Organizational culture here also has a role that is no less important, the culture that exists at DISPORAPAR JATENG reflects the character of the employees. There are several employees who leave at will during working hours and a lack of awareness of helping one another.

There are still differences in the results of previous studies that have been conducted regarding leadership, organizational culture, and work discipline on employee performance. The results of the research conducted included: leadership variables in research (Nasution & Ichsan, 2021); (Purwanto et al., 2022) and (Andriana & Liana, 2022) show that leadership has a positive and significant effect on employee performance. whereas in research (Mardiani & Sepdiana, 2021) and (Lolowang et al., 2019) it shows that leadership has no significant influence on employee performance. Organizational culture variables in research (Dwijayanto

& Priyono, 2019) and (Purwanto et al., 2022) show that organizational culture has a positive and significant effect on employee performance. Meanwhile, research (Nasir et al., 2021) shows that organizational culture has no significant positive effect on employee performance. The work discipline variable in research (Kusumayanti et al., 2020) shows work discipline has a positive and significant effect on employee performance, whereas in research (Muna, 2022) and (Sutaguna et al., 2023) shows work discipline has a negative and insignificant effect on employee performance.

There are still some differences from previous studies which explain the existence of leadership that has a positive and significant effect and the existence of leadership that does not have a positive and not significant effect as well as on organizational culture and work discipline. Researchers want to prove that there is a positive and significant influence between leadership, organizational culture, and work discipline on employee performance in the selected object is DISPORAPAR CENTRAL JAVA.

## 2. Literature Review and Hypothesis Development

### 2.1. Theory Malcolm Baldrige

Is a theory or tool that can be used to measure the effectiveness of overall organizational performance, both for companies, educational and health organizations. This theory was put forward by Gasprez and Fontana, 2002 focusing on 7 performance criteria namely leadership, strategic planning, customer focus, knowledge analysis and management, human resources, process management and final results (Rustanto et al., 2018). The theory of Malcolm Baldrige, 1987 is one application that is quite adaptive, so that it can be used to improve the performance of an institution, assess quality, be able to analyze strengths and opportunities to improve performance.

### 2.2. The Influence of Leadership on Employee

Leadership is something that can have a direct impact on an organization. Leadership is the process of focusing, influencing and monitoring others to complete tasks according to the orders given (Kusumayanti et al., 2020). Leadership is the ability to influence and manage other people to achieve maximum targets with a little pressure and hard work so that leaders must also be creative in planning (Lolowang et al., 2019). This is in accordance with Malcolm Baldrige's theory, that leadership is related to employee performance. How can a leader create the vision and goals of the organization and can convey them to employees so that they can complete their duties as responsibilities to the fullest.

The results of research conducted by (Nasution & Ichsan, 2021) concluded that leadership has a positive and significant effect on employee performance. Leadership is used to be able to direct other employees in achieving organizational goals to the fullest. Based on the description and results of previous research, the research hypothesis can be formulated as follows:

$H_1$ : Leadership has a positive effect on Employee Performance

### 2.3. The Influence of Organizational Culture on Employee

Organizational culture as a basic assumption that is created, discovered, or developed by certain groups when learning to deal with external adaptation problems and internal integration that has worked well enough to be considered as valid therefore, to be taught to members of the organization as the correct way to perceive and feel regarding the problems



encountered. The need for an organizational culture in order to achieve maximum employee performance must be supported by a good culture from each company and agency (Dwijayanto & Priyono, 2019) According to Malcolm Baldrige's theory, it is related to organizational culture, namely strategic planning, the success of an organization to apply aspects, methods and strategies as well as organizational cultural values that support can encourage the organization to grow and develop in a sustainable manner.

<sup>37</sup> The results of research conducted by (Mardiani & Sepdiana, 2021) show that Organizational Culture has a positive influence on Employee Performance. Organizational Culture has a major influence on companies and agencies with existing habits in the organization to complete tasks and responsibilities according to the targeted time. Based on the descriptions and results of previous studies, the research hypothesis can be formulated as follows:

*H2: The influence of Organizational Culture has a positive effect on Employee Performance.*

#### <sup>17</sup> 2.4. The Effect of Work Discipline on Employee Performance

Work discipline is an attitude of respect, obedience and obedience to the regulations that apply to the organization, both written and unwritten and is able to accept sanctions that are violated. (Muna, 2022). Based on the theory of Malcolm Baldrige, explaining that the result can be a benchmark for how disciplined an employee is, seen from the employee's performance, how much awareness of responsibility is in completing tasks.

The results of the research conducted ( Firdausyi & Kasmari, 2022) show that Discipline has a positive influence on Employee Performance. Good Work Discipline will show a company can maintain and maintain the loyalty and quantity of employees. Based on the description and results of previous research, it can be formulated this assessment hypothesis as follows:

*H3: Work Discipline has a positive effect on Employee Performance*

### <sup>33</sup> 3. Research Method

#### <sup>33</sup> 3.1. Types of research

The type of data in this study is quantitative because the data obtained is inputted in statistical measurements. Quantitative data is data in the form of numbers or numerical data (Sugiyono, 2015). The quantitative research in <sup>47</sup> question is using a questionnaire distributed in printed or written form to obtain results from the influence of Leadership, Organizational Culture and Work Discipline on Employee Performance at the CENTRAL JAVA DISPORAPAR.

#### <sup>27</sup> 3.2. Population and Sample

The population in this study were all employees of the CENTRAL DISPORAPAR. In this study, the panelists reduced the population to collect employee data as many as 89 samples, while the sampling technique used purposive sampling, namely by taking sampling with certain considerations (Sugiyono, 2016).

#### <sup>46</sup> 3.3. Instrument Test

Instrument testing in this study used validity and reliability tests. The validity test is to test

the extent to which the accuracy of the measurement tool can use the variable being measured. First perform a factor analysis of the KMO test (Kaiser-Mayer-Olkin) if the KMO value is > 0.5, then factor analysis can be carried out, otherwise if the KMO value is <0.5, then factor analysis cannot be used (Ghozali, 2018). The criterion for whether or not an indicator is valid uses a loading factor value, if the value is <0.4 the item is invalid or must be aborted, whereas if the loading factor value is > 0.4 then the item in question is valid.

As for the reliability test in this study, which is used to measure the questionnaire which is an indicator of whether it is reliable. The meaning of reliable itself is that a person's answer to a question is consistent or stable from time to time. The construct is declared reliable if the Cronchbach Alpha value is > 0.70.

### 3.4. Data Analysis Techniques

The data analysis technique used is by using multiple regression analysis, which is used by researchers to determine the ups and downs of the dependent variable. The multiple regression analysis used is  $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$  where Y is the dependent variable (employee performance),  $\alpha$  is a constant,  $\beta$  describes the regression coefficient, X1, X2 and X3 (Leadership, organizational culture and work discipline) are independent variables and e is error (Sugiyono, 2013).

The determinant coefficient (R2) is to measure how big the X variable is to the variation in the increase or decrease of the Y variable (Sugiyono, 2017). The following data analysis uses the f test, namely, to show whether there is an effect of all the independent variables together on the dependent variable. The significant value of  $F < \alpha 0.05$  means that there is a mutual influence between the independent variables on the dependent variable (Sugiyono, 2014). The last data test is the t test used to determine whether there is a partial effect of the independent variable on the dependent variable. This test is usually to find out if a hypothesis is accepted or rejected if the t count is > 0.05 then the hypothesis is rejected, otherwise if the t count is <0.05 then the hypothesis is accepted.

## 4. Results and Discussion

### 4.1. Validity Test Results

The results of the validity test of the variables of leadership, organizational culture and work discipline (X1) and employee performance (Y) can be seen in Table 2 below:

**Table 1.** Validity Test Results

Variable	KMO	KMO>0,5 Sample Coverage	Indicator	Component Matrix	Result
Leadership	0.725	Enough	X1.1	0.505	Valid
			X1.2	0.708	Valid
			X1.3	0.518	Valid
			X1.4	0.833	Valid
			X1.5	0.835	Valid
			X1.6	0.809	Valid
			X1.7	0.754	Valid
			X1.8	0.626	Valid
			X1.9	0.609	Valid
			X1.10	0.682	Valid

Variable	KMO	KMO>0,5 Sample Coverage	Indicator	Component Matrix	Result
Organizational Culture	0.754	Enough	X1.11	0.735	Valid
			X1.12	0.648	Valid
			X1.13	0.669	Valid
			X2.1	0.670	Valid
			X2.2	0.815	Valid
			X2.3	0.761	Valid
			X2.4	0.765	Valid
			X2.5	0.720	Valid
			X2.6	0.729	Valid
Work Discipline	0.776	Enough	X2.7	0.715	Valid
			X2.9	0.440	Valid
			X3.1	0.660	Valid
			X3.2	0.819	Valid
			X3.3	0.903	Valid
Employee Performance	0.596	Enough	X3.4	0.865	Valid
			Y.1	0.596	Valid
			Y.2	0.895	Valid
			Y.3	0.897	Valid
			Y.4	0.550	Valid

Source: primary data processed in 2023

Based on the results of the validity test in Table 1, all statements in each indicator in each of the variables of leadership, organizational culture, work discipline, and employee performance show a correlation between each indicator on the construct of each variable on all indicators and are declared valid. Because the values of the four variables have fulfilled the provisions in sample adequacy, namely with a KMO value of > 0.5 and a loading factor (component matrix) value of > 0.4. So, it can be concluded that all items contained in the variable indicators of leadership, organizational culture, work discipline and employee performance can be said to be valid and suitable for further testing.

#### 4.2. Reliability Test Results

The results of the reliability test of the variables leadership, organizational culture, and work discipline (X1) and employee performance (Y) can be seen in Table 2 below:

**Table 2.** Reliability Test Results

Variable	Cronbach's Alpha	Alpha Standard	Result
Leadership (X1)	0.792	0.7	Reliabel
Organizational Culture (X2)	0.762	0.7	Reliabel
Work Discipline (X3)	0.817	0.7	Reliabel
Employee Performance (Y)	0.721	0.7	Reliabel

Source: primary data processed in 2023

Based on the reliability test results in Table 2, it shows that all variables have a Cronbach Alpha coefficient of more than 0.7, so it can be concluded that all statements on each indicator contained in each leadership variable, (X1), organizational culture (X2) and work discipline

(X3) are feasible to use for further hypothesis testing.

#### 4.3. Multiple Regression Analysis Test Results

Based on calculations on multiple linear regression analysis of distributing questionnaires with 89 samplers. Leadership (X1), organizational culture (X2), work discipline (X3) and employee performance (Y) which can be seen in Table 3 below:

**Table 3. Multiple Regression Analysis Test Results**

Model	Variable	Beta Coefficient	t	Sig.
1	Constant		.904	.368
	Leadership (X1)	.207	2.031	.045
	Organizational Culture (X2)	.219	2.021	.046
	Work Discipline (X3)	.376	4.010	.000

a. Dependent Variable: Employee Performance (Y)

Source: primary data processed in 2023

Based on Table 3 it can be explained that the Standardized Coefficients Beta values have positive values, namely Leadership (X1), Organizational Culture (X2) and Work Discipline (X3). And these results can be included in the regression equation as follows:

$$Y = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

$$Y = 0.207X_1 + 0.219X_2 + 0.376X_3$$

From the Multiple Linear Regression equation, it means that for every increase in the leadership variable by 1 unit, employee performance will increase by 0.207, for organizational culture variables if it increases by 1 unit, then employee performance will increase by 0.219 and for the work discipline variable if it increases by 1 unit, then employee performance will increase by 0.376.

Judging from the results of the multiple regression equation above, it gives the following explanation:

##### 1) The Influence of Leadership on Employee Performance

The results of multiple regression analysis between leadership (X1) on employee performance (Y) show a Beta value of 0.207 with a significant level of 0.045 < 0.05. This shows that leadership has a positive and significant effect on employee performance. The better the leadership that applies to employees will further improve employee performance. This is in line with research by (Nasution & Ichsana, 2021), (Dwijayanto & Priyono, 2019), (Sutaguna et al., 2025), (Kusumayanti et al., 2020) and research from (Purwanto et al., 2022) states that leadership has a positive influence on employee performance. Thus, it can be concluded that the hypothesis which states that there is a positive influence between Leadership and Employee Performance is accepted.

##### 2) The Influence of Organizational Culture on Employee Performance

The results of multiple regression analysis between Organizational Culture (X2) on Employee Performance (Y) showed a Beta value of 0.219 with a significant level of 0.046 < 0.05. This shows that Organizational Culture has a positive and significant effect on Employee Performance. So that the greater the Organizational Culture given to Employees will further improve Employee Performance. In research (Mardiani & Sepdiana, 2021), (Dwijayanto & Priyono, 2019) and



research (Huda & Farhan, 2019) shows that Organizational Culture has a positive influence on Employee Performance. Thus, it can be concluded that the hypothesis which states that there is a positive influence between Organizational Culture and Employee Performance is accepted.

### 3) Effect of Work Discipline on Employee Performance

The results of multiple regression analysis between work discipline (X3) and employee performance (Y) show a beta value of 0.376 with a significant level of  $0.000 < 0.05$ . This shows that Work Discipline has a positive and significant effect on Employee Performance, so that the better the Work Discipline given to Employees will further improve Employee Performance. Based on research conducted by research (Kusumayanti et al., 2020), (Firdausyi & Kasmari, 2022), (Nasir et al., 2021) and research (Murdiyanto & Indriyaningrum, 2022) shows that Work Discipline has a positive influence on Employee Performance. Thus, it can be concluded that the hypothesis states that there is a positive influence between Work Discipline and Employee Performance.

Based on the results of the multiple linear regression analysis test above, it can be concluded that the Work Discipline factor has a more dominant effect on the Employee Performance of the CENTRAL DISPORAPAR, with a standardized beta coefficient of 0.376.

#### 4.4. Determinant Coefficient Test Results (R2)

Table 4. Determinant Coefficient Test Results (R2)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.959 <sup>a</sup>	.920	.916	.40280066

a. Predictors: (Constant), Work Discipline (X3), Organizational Culture (X2), Leadership (X1)

Source: primary data processed in 2023

Based on the results of the coefficient of determination test (Adjusted R2) in Table 5, it shows that the value of the coefficient of determination is Adjusted R Square, which is equal to 0.916. This means that the variables of Leadership, Organizational Culture and Work Discipline can explain a variation of 0.916 on the Performance of the Central Java DISPORAPAR Employees. While the remaining 0.84 (100-91.6) is influenced by other variables not observed.

#### 4.5. F Test Results

Table 5. F test results

ANOVA <sup>a</sup>						
1	Model	Sum of Squares	Df	Mean Square	F	Sig.
	Regression	114.899	3	38.300	19.165	.000 <sup>b</sup>
	Residual	169.885	85	1.998		
	Total	284.764	88			

a. Dependent Variabel: Employee Performance

b. Predictors: (Constanta), leadership, organizational culture, work discipline.

Source: primary data processed in 2023

48 Based on the test results in Table 5, it was found that the F count between Leadership, Organizational Culture, and Work Discipline on Employee Performance was 19,165 with a significant level of  $0.000 < 0.05$  so it could be concluded that the variables of Leadership (X1) 62 Organizational Culture (X2) and Discipline Work (X3) together (simultaneously) has a significant effect on employee performance.

#### 4.6. Discussion

7 Based on the results of data analysis, a detailed discussion of the 5 results of the research and how each variable influences other variables will be carried out. The independent variables in this study are Leadership (X1), Organizational Culture (X2) and Work Discipline (X3) while the dependent variable is Employee Performance (Y) 41 with the following analysis:

- 1) Based on the results of the data analysis test, it shows that the Leadership variable (X1) partially has a positive and significant effect on Employee Performance (Y) at the CENTRAL DISPORAPAR. The results of this study mean that the higher the leadership, the higher the employee performance in completing their duties. Leadership that runs in Central Java DISPORAPAR a leader always makes decisions by meeting together with subordinates to make the best decisions to achieve organizational goals. Every morning the leader always greets other employees by shaking hands and motivating them to work enthusiastically. In addition, the leader at the CENTRAL DISPORAPAR is also very good at communicating with other employees, one of which is by asking how they are doing, whether there are any problems or not in completing tasks. The leader's ability to control subordinates is also good, when there is a meeting the leader asks all members to gather, with response other members immediately rush into the meeting room, when controlling the emotions of a leader in Central Java DISPORAPAR can control properly, such as when an error occurs in completing the leader's task The employee does not scold the subordinate but asks to correct the work error.
- 2) Based on the results of the 16 a analysis test, it shows that the Organizational Culture variable (X2) partially has a positive and significant effect 18 on Employee Performance (Y) DISPORAPAR JATENG. The results of this study mean that the higher the organizational culture, the higher the employee's performance in completing their duties. The organizational culture that prevails in the CENTRAL DISPORAPAR employees are results oriented, that is they are responsive to solving immediately even if there are mistakes, they swiftly revise mistakes so that the task can be completed according to the targeted time. Employees at DISPORAPAR JATENG innovate in completing tasks to be more effective and efficient. Employees pay attention to each other or care about each other in the sense that if one of the employees is being hit by a disaster, other employees quickly help, and vice versa, if there are happy employees, everyone automatically feels like another employee is promoted or promoted, so there will be gratitude together and not jealous of other people's achievements. Not discriminating between castes, that is, all are considered equal or equal by helping other members in completing tasks so that there is no inequality 58 in division. 16
- 3) Based on the results of the data analysis test, it shows that the Work Discipline variable (X3) partially has a positive and significant effect on Employee Performance (Y) at the CENTRAL DISPORAPAR. The results of this study mean that the higher the Work Discipline that applies to employees, the higher the employee's performance in completing their duties. The work discipline that applies at DISPORAPAR JATENG employees comply with applicable regulations such as the use of complete attributes, such as the use of name tags, Korpri logos and hats at apples and reminding each other for

attendance via online when they arrive at the office. Every Monday the employees are required to attend the apple at 07.30. If there are employees who are late, they will wait in front of the gate until the apple is over. Employees who commit violations more than three times will be given one Warning Letter as a warning, so they don't repeat the mistake again. The CENTRAL DISPORAPAR employees have been polite both leaders to leaders, leaders to employees and employees to employees, even if the leader is younger and the subordinates are older a leader can position himself well.

## 5 Conclusion

Based on the results of the research, the explanation that has been presented can be concluded that there is a positive and significant influence of leadership, organizational culture, and work discipline on the performance of the Central Java Disporapar employees. The implication that can be used in Central Java DISPORAPAR is that leadership has a positive effect, so companies must emphasize firm leadership to motivate employees to work harder and maximize employee performance. Organizational culture has a positive effect on employee performance. Companies must improve the organizational culture that applies to the CENTRAL DISPORAPAR environment so that employees are more result-oriented, meaning that work tasks are the main responsibility that must be number one. Work discipline has a positive effect on employee performance. The company should emphasize whether the SOPs that have been implemented are running properly or not because this affects employee discipline.

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