
Determination of Employee Performance Based on Leadership Style, Discipline, and Work Culture on Motivation as An Intervening Variable

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ABSTRACT

Purpose: knowing and analyzing the influence of leadership style on motivation, the influence of work discipline on motivation, the influence of work culture on motivation, the influence of leadership style, discipline, and work culture on motivation, knowing the influence of leadership style on performance, knowing the influence of discipline on performance, knowing the influence of work culture on performance, knowing the influence of leadership style, work culture, and work discipline on performance, and knowing the influence of work motivation on performance.

Design/methodology/approach: The method used in this study is quantitative, with the analysis tool used SmartPLS4. Respondents in this study were 72 people. The sampling technique used was probability sampling. Data collection was done through field work research and library research.

Findings: The results of the study showed leadership style has a significant effect on work motivation, work discipline has a significant effect on employee work motivation, work culture has a significant effect on employee work motivation, leadership style, work discipline, and work culture have a significant effect on employee work motivation, leadership style has a significant effect on employee performance, work discipline has a significant effect on employee performance, work culture has a significant effect on employee performance, leadership style, work discipline, and work culture significantly influence employee performance, and work motivation has a significant effect on employee performance. Suggestions that can be made are several training activities and family gathering activities to strengthen the sense of family and respect so that they motivate each other in achieving the vision, mission, and goals of the organization.

Research limitations/implications: Time Limitation

Practical implications: Practical implications and theoretical implications

Originality/value: The originality of this research is based on several previous studies that have relatively similar characteristics in terms of study themes, although they differ in terms of subject criteria, number, and position of research variables or analysis methods used.

Paper type: Research paper

Keywords: Leadership Style, Discipline, Work Culture, Motivation, and Performance.

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I. INTRODUCTION

A. Background

Human resources are very important for an organization in managing, organizing and utilizing employees so that they can function productively to achieve organizational goals. Human Resources according to (Sutoro, 2020) is Human resources in an organization need to be managed professionally to create a balance between

employee needs and the demands and capabilities of the organization. Organizations need employees who have high performance. The concept of performance measurement is one measure of employee ability in carrying out their authority. As stated by (Purnamasari et al., 2019) Many things can influence employee performance, including leadership style, work discipline, work culture, and work motivation.

There are many opinions regarding leadership style, the author takes the definition according to (Hamidah & Riza, 2013) Leadership style is the behavior that a leader uses to influence the behavior of others.. Leadership style greatly influences the work process and work results of an organization. Leadership style greatly influences the resulting performance. According to observations of leadership styles that occur in State Administration Institute in Samarinda has a decline in performance from the previous leader. It can be seen from the employee's response to the leader and other tasks being less than optimal in the completion process.

Work discipline according to (Mandasari et al., 2022) is an attitude used by managers to be willing to change a behavior and as an effort to increase awareness and willingness of a person to fulfill all organizational regulations. Some examples of employee indiscipline are employees are late in coming to the office so they are late in carrying out tasks that have been given by the leadership so that other work is delayed, there are employees who often do not get off work without explanation, employees who are not disciplined according to the Standard Operating Procedures (SOP) that apply in the agency, employees are not disciplined about the clothes they wear, employees use working time for the employee's own interests and there are employees who excuse their friends even though their friends are not yet present at the office.

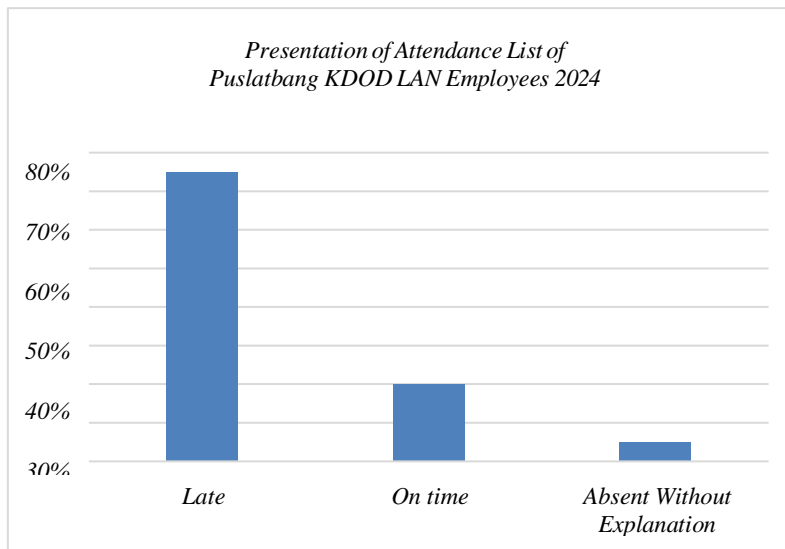


Figure 1 LAN employee absence data in Samarinda

Source: processed data, 2024

This late absence results in a salary deduction of Rp 9,000.00/absenteeism for Non-Civil Servant Employees (PNASN). In 2024, the January-April period, the deduction reaches Rp 3,000,000. Work culture according to (Dzulkifli, 2018) are values, assumptions, beliefs and norms that are shared and binding in a particular organization. According to the results of observations by the author, what happens from indiscipline becomes a tradition in the agency. In addition, the lack of communication with coworkers becomes an inherent tradition so that miscommunication occurs.

Employee performance is the result of activities carried out. Good performance begins with various trainings for operational employees and education for organizational management. Operational development and education for organizational management aim to improve results effectively while technical development aims to improve concepts and strategies in planning and developing the potential that exists in each organizational management.

Efforts to improve employee performance require high employee motivation. Motivation is an internal or external drive from each individual. Motivation gives a person a reason to work well in accordance with the procedures, standards and targets that have been set. Each individual employee has two attitudes, namely being colored by the environment or coloring the environment. (Khayal & Farid, 2019) "Unfortunately, many nations suffer from very constrained segments in their highly skilled, knowledge-centric labor market. Given the relative ease of attrition and relative difficulty to train, the HRM literature has given a great deal of attention to IT professionals"

The quote above explains that many countries are still facing limitations in the labor market and high skills that are centered on human resource knowledge. The importance of skills possessed by each human resource and prospective employee greatly determines the output or performance produced.

Symptoms of problems that arise in an agency related to human resources are very diverse. The author took the object at the State Administration Institute in Samarinda. Things like this cause leaders to have to work optimally to embrace and influence superior and integrity human resources so that they have discipline, motivation, and can create a work culture that has been implemented so as to increase the productivity results of superior employee performance.

Based on this background, the author conducted a study entitled "Determination of Employee Performance Based on Leadership Style, Discipline, and Work Culture on Motivation as an Intervening Variable (Study at the State Administration Institution in Samarinda)".

B. Literature review

1. Human Resource Management

According to (Kale et al., 2023):45 Human Resource Management is the utilization, development, assessment, reward, and management of individual members of an organization or workgroup, employee planning, selection and placement, employee development, career management, compensation, performance evaluation, work team development up to retirement, and health which has a very vital role in carrying out all organizational activities.

According to (Poltak, 2019):7 Human Resource Management can be defined as a technique for managing and utilizing the resources available to individuals. Management is the process of utilizing all resources owned by an organization to achieve predetermined goals. The process involves the organization, direction, coordination and evaluation of people in order to achieve the predetermined goals.

Human Resource Management according to (Putra & Pasaribu, 2022) Human Resource Management is often referred to as something that forms the planning, organization, implementation and supervision of procurement, development, remuneration, integration, maintenance and separation of the workforce in order to achieve organizational goals. (Zhou, 2024) "*The equitable allocation of human resources is important for improving the equity of public services and improving the quality of public services.*" This quote explains the importance of fair and equal allocation of human resources so that they can be used optimally to serve the nation and state.

2. Employee Performance

According to (Halim, 2021) performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance is a record of outcomes resulting from certain employee functions or activities carried out during a certain period of time. While the performance of a position as a whole is equal to the sum (average) of the performance of employee functions or activities carried out. According to (Zamara, 2022) employee performance affects how much they contribute to the organization, including quantity of output, attendance at work, and cooperative attitude.

3. Motivation

The term motivation is taxonomically derived from the Latin word "movere" which means to move. Some definitions of motivation can be stated as follows:

- a. According to the Encyclopedia of Management, Economics and Business (2017), motivation is the process of developing and directing behavior or groups, so that individuals or groups produce the expected output, in accordance with the targets or goals that the organization wants to achieve.
- b. According to Siagin, as quoted by the Head of the Apparatus Study Division at PKP2A III LAN (2016:409), motivation is a driving force that causes a member of an organization to have the will and be willing to mobilize their abilities, in the form of expertise or skills, energy and time to organize various activities that are their responsibility and fulfill their obligations, in order to achieve the goals and various targets of the organization that have been previously determined.

Some things that are usually contained in the definition of motivation include desires, hopes, needs, goals, targets, drives, and incentives. Motivation contains three components, namely needs, drives, and goals. Needs arise in an individual when the individual feels that there is a deficiency in himself, namely in the homeostatic sense of an imbalance between what is owned and what according to the person's perception should be owned, both in physiological and psychological terms. To overcome this imbalance, an urge will arise in the individual in the form of an effort to fulfill the deficiency in a directed manner. Therefore, this urge is usually oriented towards certain actions that are consciously carried out by a person and this is the core of motivation. The third component of motivation is a goal, which is something that eliminates needs and reduces drives. Achieving goals means developing balance in a person, both psychological and physiological.

4. Leadership Style

Leadership style is a style in a leader that becomes the spotlight and an example in an organization. because the leader is a role model in the organization and is able to respond to every movement pattern of his subordinates that has an impact on their work patterns.

According to (Mufarrohah & Sumartik, 2022) Leadership style is a way for someone to influence others so that they can join in carrying out their mission to achieve organizational goals. With the appropriate leadership style and being able to generate employee work motivation, it will also be able to increase the attitude of organizational commitment in employees. In fact, leaders can influence and provide change in the sector they lead. According to (Thoa, 2017):49 Leadership style is a behavioral norm used by a person when the person tries to influence the behavior of others. Thus, this leadership style is a behavior based on a certain rule or principle so that it can be used to lead or direct others. According to (Rivai, 2014):42 Leadership style is one of the characteristics shown by leaders to influence their subordinates so that organizational goals are achieved. The characteristics shown are certainly related to various behaviors that can be used to persuade or influence others such as subordinates or members of the organization under their leadership. Further according to (Kale et al., 2023) Leadership style is an individual's way of influencing employee behavior so that they are willing to cooperate and work as productively as possible in order to achieve organizational goals.

It can be concluded that leadership style is a technique used by leaders to influence, motivate, direct, control and can provide positive changes to the organization.

5. Work Discipline

According to (Zamara, 2022) Work discipline is compliance with the rules or orders set by the agency. Furthermore, according to (Purnamasari et al., 2019) Work discipline is a process used to address performance problems; it involves managers identifying and communicating performance problems to employees. If performance problems are not corrected, managers are also involved in identifying, communicating, and implementing consequences. In the early stages, the work discipline process is similar to, or even identical to, the performance management process. In this stage, problems are identified by managers and employees working together to solve them.

6. Work Culture

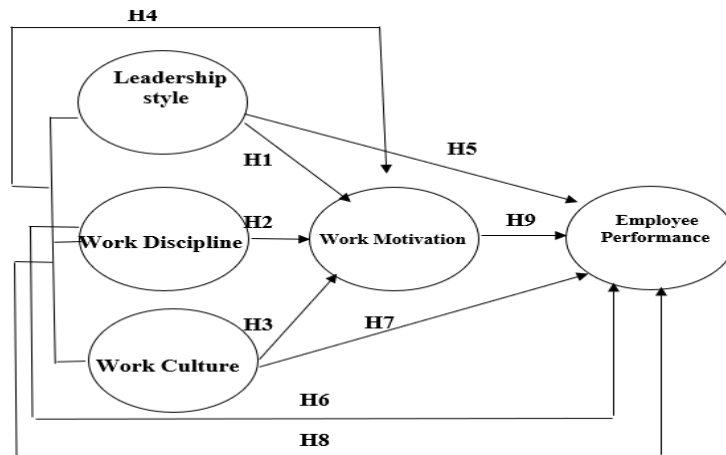
Work culture is a pattern of behavior and values agreed upon by employees in working. Work culture means a person's perspective or way of giving meaning to "work". Work culture is a philosophy based on a view of life as values that become traits, habits, and driving forces; then reflected in attitudes into behavior, beliefs, ideals, opinions, and actions that are manifested as "work" or "working". Work culture is one component of human quality that is closely related to national identity and is a basic benchmark in development. Work culture is an instrument to change the old way of working into a new way of working that will be oriented to satisfying customers or the community. Therefore, work culture seeks to change the traditional communication culture into modern management behavior so that trust and a high spirit of cooperation and discipline are embedded.

According to the Work Culture Group (KBK) PKP2A III LAN (2017:8) work culture is a pattern of behavior and values agreed upon by employees in working. Work culture means a person's perspective or way of giving meaning to "work". Work culture (Work Study Group, 2017):35 is a philosophy based on a view of life as values that become characteristics, habits and driving forces; cultured in the life of a community group or organization, then reflected in attitudes that become behavior, beliefs, ideals, opinions and actions that are manifested as "work" or "working". Work culture is one of the components of human quality that is very closely related to national identity and becomes a basic benchmark in Development. Work culture can be an instrument to change the old way of working into a new way of working that will be oriented to satisfy stakeholders. According to (Halim, 2021) Work culture is a group of behavioral patterns that are inherent in every individual in an organization.

Work culture can be interpreted as a philosophy based on a view of life as values that become traits, habits and also drivers that are cultivated in a group and reflected in attitudes that become behavior, ideals, opinions, views and actions that are manifested as work. The application of work culture values in the government organization environment is believed to be a driving force and lever to achieve optimum performance. According to (KBK, 2017) work culture is a new approach to modern management that is more fundamental than the values of family and togetherness, balance and alignment, honesty and openness, and mutual trust and respect. The implementation of work culture is expected to stimulate the growth of creativity, intuition, motivation, and commitment from all members of an organization.

C. Conceptual Framework

According to (Sugiyono, 2019) The framework of thinking is a conceptual model of how theory relates to various aspects that have been identified. The following is the conceptual model of this study:



D. Hypothesis

Hypothesis aims to direct and provide guidance in the subject matter and objectives of the research. Therefore, from the description of the existing problem, a research hypothesis can be raised as follows:

H₁: Leadership style has a significant effect on work motivation; H₂: Work Discipline has a significant effect on Work Motivation; H₃: Work Culture has a significant influence on Work Motivation;

H₄: Leadership Style, Work Discipline, and Work Culture have a significant influence on Work Motivation; H₅: Leadership style has a significant effect on employee performance;

H₆: Work Discipline has a significant effect on Employee Performance; H₇: Work Culture has a significant influence on Employee Performance;

H₈: Leadership Style, Work Discipline, and Work Culture have a significant influence on Employee Performance; and

H₉: Work Motivation has a significant effect on Employee Performance.

II. METHODS

A. Type Of Research

This study uses a quantitative research type using a descriptive format. Quantitative research with a descriptive format aims to explain, and summarize various conditions, various situations, or various variables that arise in the community that is the object of research based on what happens.

B. Population and Sample

This study used a population of 72 employees at the State Administration Institution in Samarinda, divided into (PPPK (Government Employees with Work Agreements) PNS (Civil Servants)) and Non-Civil Servants (PNASN). The sampling technique for this study was saturated sampling or total sampling. The sampling technique in this study was Probability Sampling with a systematic sampling type.

C. Data Analysis Method

The Descriptive analysis conducted includes data collection, data grouping, and data processing that produces statistical value measurements presented in the form of graphs, tabulations, or images. This type of research is a descriptive analysis used to describe the results of data tabulation such as descriptions of respondent characteristics and descriptions of analysis results. Descriptive statistics are statistics used to analyze data by describing or depicting data that has been collected as it is without intending to make conclusions that apply to the public or generalizations.

1. Outer Model Test

The analysis of the model measurement (outer model) was carried out through four stages of testing, namely individual item reliability, internal consistency reliability, Average Variance Extracted (AVE) and discriminant validity.

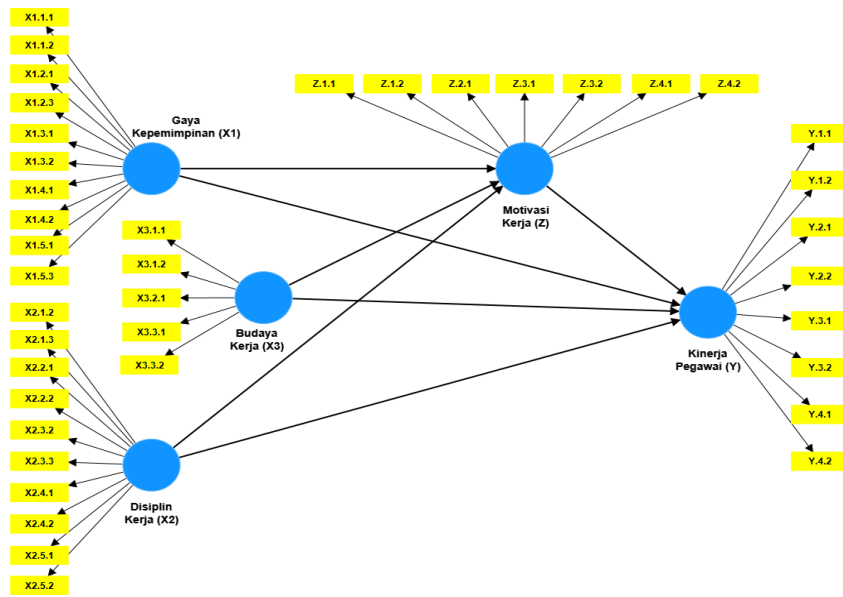


Figure 1. Structural Model research on Smart-PLS 4

Figure 1 shows that the model used in this study consists of 5 variables consisting of leadership style (X1), work discipline (X2), work culture (X3), work motivation (Z) and employee performance (Y) with 40 question items.

2. Inner Model Test

Measurement of the inner model is the relationship between latent variables (structural model) that describes the relationship model between variables based on the substantive theory of the study. This structural model is evaluated using two methods, namely using R2 for each endogenous latent variable (bound) as the predictive power of the structural model, so the higher the R2 value means the better the predictive model of the proposed research model because the Goodness of Fit inner model is measured using R-square (R2). According to(Ghozali, Imam, 2021)The R-square value of 0.67 is a strong model. The results of the PLS R-square represent the amount of variance of the construct explained by the model. However, R2 is not an absolute parameter to measure the accuracy of the prediction model because the basis of the theoretical relationship is the most important parameter to explain the causal relationship.

3. Hypothesis Testing Model

This test was conducted using the bootstrapping method with a two-tailed test with a significance level of 5% to test the research hypothesis. The hypothesis is declared accepted if the t-test value is greater than 1.96. Of the 5 hypotheses in this study, all hypotheses were accepted because the t-test value was above 1.96.

III. RESULTS AND DISCUSSION

The following are the t-test values for each hypothesis in this study.

Table 1 Results-test analysis

Variables	Coefficient	T Statistics	p-value	Information
(Leadership Style)□(Work motivation)	0.222	2,913	0.004	Significant Positive
(Work Discipline)□(Work motivation)	0.249	2.311	0.023	Significant Positive

<i>(Work Culture) □ (Work motivation)</i>	0.508	5.070	0.000	<i>Significant Positive</i>
<i>(Leadership Style) □ (Employee Performance)</i>	0.200	2.351	0.021	<i>Significant Positive</i>
<i>(Work Discipline) □ (Employee Performance)</i>	0.295	2.998	0.003	<i>Significant Positive</i>
<i>(Work Culture) □ (Employee Performance)</i>	0.219	2.109	0.037	<i>Significant Positive</i>
<i>(Work motivation) □ (Employee Performance)</i>	0.323	2.779	0.007	<i>Significant Positive</i>

Source: Primary data processed with Smart-PLS 4

Next, to see the influence of the construction of work motivation and employee performance. Does it make the influence between leadership style, Work discipline And work culture as follows :

Table 5.16 Results Total Influence of Variables

<i>Path Construction</i>	<i>F Statistics</i>	<i>F Table</i>	<i>p-value</i>	<i>Information</i>
<i>Leadership style, Work discipline And Work culture to (□) Work motivation</i>	55.782	2.740	0.000	<i>Significant</i>
<i>(Leadership style, Work discipline And Work culture to (□) (Employee Performance)</i>	82.919	2,740	0.000	<i>Significant</i>

Source: Processed Primary Data (2024)

The results of Table 5.16 of the total influence of variables can be explained by proving the research hypothesis as follows:

1. The results of the table above show that the relationship between leadership style and work discipline and work culture towards work motivation is significant with an F-statistic value of $(55.782 > 2.740)$ and a p-value of $(0.000) < 0.05$. The F-statistic value is positive, indicating that the direction of the relationship between the leadership style variables and work discipline and work culture is in line with work motivation. This means that the higher/bigger the leadership style value, the higher the work discipline. and work culture will further improve work motivation. Thus, hypothesis H₈ in this study states that "Leadership style, work discipline, and work culture have a significant influence on work motivation at PUSLATBANG KDOD LAN RI" can already be accepted.
2. The results of the table above show that the relationship between leadership style work discipline and work culture on employee performance is significant with an F-statistic value of $(82.919 > 2.740)$ and a p-value of $(0.000) < 0.05$. The F-statistic value is positive, indicating that the direction of the relationship between the leadership style variables, work discipline, and work culture is in line with employee performance. This means that the higher the leadership style value, the higher the work discipline. and work culture will further improve employee performance. Thus, the H₉ hypothesis in this study states that "Leadership style, work discipline, and work culture have a significant influence on employee performance KDOD LAN RI TRAINING AND DEVELOPMENT CENTER" can already be accepted.

The output results are in the form of a diagram with values. *t-test* using Smart-PLS 4 can be seen as follows:

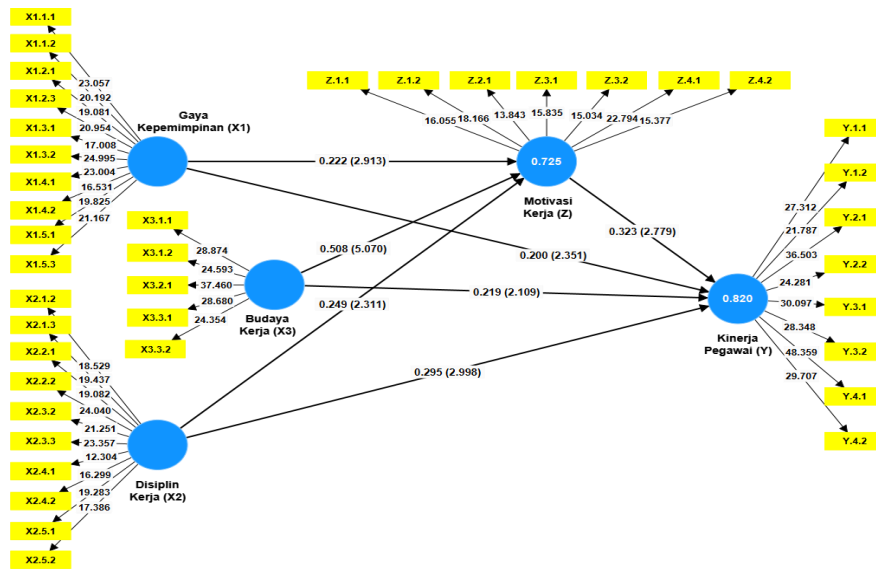


Figure 3. Valuet-test Bootstrapping Output Results

Based on the coefficient value in model construct 1, it is obtained that *leadership style* has an influence on work motivation of 0.222, work discipline of 0.249 and work culture of 0.508. In the model 2 construct, the coefficient value obtained *leadership style* has an influence on employee performance of 0.200, work discipline of 0.295, work culture of 0.219 and work motivation of 0.323. Furthermore, of the two constructs that directly influence employee performance, namely *leadership style*, work discipline, work culture and the work motivation that has the greatest influence is work motivation because it has the highest coefficient value of

0.323 compared to the other two constructs. Thus, work motivation is the most dominant construct in influencing employee performance.

A. Discussion of Research Results

1. The Influence of Leadership Style on Work Motivation

The results of the study show that the relationship between the variables *leadership style* with work motivation is significant with a T-statistic value of (2.913 > 1.96) and a p-value of (0.004) < 0.05. The value coefficient is positive, namely 0.222, which shows that the direction of the relationship between *leadership style* with work motivation is already in the same direction. This means that the higher/bigger the value *leadership style* then it will further increase work motivation. Thus, the hypothesis H₁ in this study states that "Leadership style has a significant influence on work motivation at the Samarinda State Administration Institute employees" is acceptable. In addition, when the character value of the leadership style is high, it will affect employee motivation to improve performance. Conversely, when the character value of the leadership style is low, it will have an impact on decreasing employee motivation. Leadership style can create a binding working relationship between staff under its leadership. Therefore, there needs to be a joint commitment between leaders and their subordinates. The role of a leader's character greatly influences the way employees work, so there needs to be self-introspection of the leader so that he is liked by employees. So that employees feel motivated in carrying out their respective tasks. The results of this study are in line with research conducted by (Hamidah & Riza, 2018) shows that leadership style has a significant influence on work motivation.

2. The Influence of Work Discipline on Work Motivation

The results of the study showed that the relationship between work discipline with work motivation is significant with a T-statistic value of (2.311 > 1.96) and a p-value of (0.023) < 0.05. The value coefficient is positive, namely 0.249, which shows that the direction of the relationship between work discipline with work motivation are in the same direction. This means that the higher the value work discipline then it will further increase work motivation. Thus, the hypothesis H₂ in this study states that "Work discipline has a significant influence on work motivation at the Samarinda State Administration Institute employees" rejected. In addition, if the justice value is low, employee motivation will decrease, conversely if the justice value is high, it will provide high enthusiasm to produce good performance. One of the disciplines of work is arriving on time, following the applicable SOP and utilizing working hours by doing the tasks given. Work motivation and work discipline are two different things but are very closely related to the implementation of an organization's activities. Work motivation

is very important in efforts to improve and enforce employee work discipline to achieve maximum work results. The results of this study are in line with research conducted by (Jufrizen & Puspita, 2021) showing that work discipline has a positive and significant effect on work motivation.

3. The Influence of Work Culture on Work Motivation

The results of the study show that the relationship between the variables work culture with work motivation is significant with a T-statistic value of $(5.070 > 1.96)$ and a p-value of $(0.000) < 0.05$. The value coefficient is positive, namely 0.508, which shows that the direction of the relationship between work culture with work motivation is already in the same direction. This means that the higher/bigger the value work culture then it will further increase the value work motivation. Thus, the hypothesis H_3 in this study states that "Work culture has a significant influence on work motivation at the Samarinda State Administration Institute employees" is acceptable. When the work environment habits are good, employee motivation will increase, conversely, if the work environment habits are bad, employee motivation will also be low. A good work culture will motivate employees to achieve the organization's vision and mission. The results of this study are in line with research conducted by (Umami Kultsum, 2020) showing that work culture has a positive and significant effect on work motivation.

4. The Influence of Leadership Style on Employee Performance

Results The study shows that the relationship between leadership style variables and employee performance is significant with a T-statistic value of $(2.351 > 1.96)$ and a p-value of $(0.021) < 0.05$. The coefficient value is positive, namely 0.200, which indicates that the direction of the relationship between leadership style and behavioral intention is in the same direction. This means that the higher/greater the value of leadership style, the more it will increase customer behavioral intention. Thus, hypothesis H_5 in this study states that "Leadership style has a significant effect on employee performance in Samarinda State Administration Institute" is acceptable. When the work environment habits are good, the performance produced by employees will increase, conversely, if the work environment habits are bad, employee performance will also be low. The results of this study are in line with research conducted by (Hamidi, 2020) which shows that leadership style has a significant effect on employee performance.

5. The Influence of Work Discipline on Employee Performance

The results of the study indicate that the relationship between work discipline variables and employee performance is significant with a T-statistic value of $(2.998 > 1.96)$ and a p-value of $(0.003) < 0.05$. The coefficient value is positive, namely 0.295, which indicates that the direction of the relationship between work discipline and employee performance is in the same direction. This means that the higher/greater the value of work discipline, the more it will increase employee performance. Thus, hypothesis H_5 in this study states that "Work discipline has a significant influence on employee performance in Samarinda State Administration Institute" is acceptable. When leaders have equal justice towards all employees, employees will produce maximum performance. Conversely, if a justice leader differentiates between one employee and another, it will cause social jealousy which will affect employee performance. The results of this study are in line with research conducted by (Bambang, 2019) which shows that work discipline has a significant effect on employee performance.

6. The Influence of Work Culture on Employee Performance

The results of the study indicate that the relationship between work culture variables and employee performance is significant with a T-statistic value of $(2.109 > 1.96)$ and a p-value of $(0.037) < 0.05$. The coefficient value is positive, namely 0.219, which indicates that the direction of the relationship between work culture and employee performance is in the same direction. This means that the higher/greater the value of work culture, the more it will increase employee performance. Thus, the H_5 hypothesis in this study states that "Work culture has a significant influence on employee performance in Samarinda State Administration Institute" is acceptable. When leaders have good habits in working employees can be motivated to produce maximum performance. Conversely, if leaders have bad habits employees do not have the motivation to maximize their work. The results of this study are in line with research conducted by (Lidwina, Herdi, Yoseph, 2023) showing that work culture has a significant effect on employee performance.

7. The Influence of Work Motivation on Employee Performance

The results of the study indicate that the relationship between work motivation variables and employee performance is significant with a T-statistic value of $(2.779 > 1.96)$ and a p-value of $(0.007) < 0.05$. The coefficient value is positive, namely 0.323, which indicates that the direction of the relationship between work motivation and employee performance is in the same direction. This means that the higher/greater the value of work motivation, the more it will increase employee performance. Thus, hypothesis H_5 in this study states that "Work motivation

has a significant impact on employee performance in Samarinda State Administration Institute ” is acceptable. When leaders always appreciate employee performance results and provide employees with opportunities to develop individual potential, it will produce a sense of comfort and high motivation to work optimally. The results of this study are in line with research conducted (Tarjo, 2019) showing that work motivation has a significant effect on employee performance.

8. The Influence of Leadership Style, Work Discipline, and Work Culture on Work Motivation

The results of the study showed that the relationship between leadership style, work discipline, and work culture to work motivation is significant with an F-statistic value of ($55.782 > 2.740$) and a p-value of (0.000)

< 0.05 . The F-statistic value is positive, indicating that the direction of the relationship between the variables leadership style, work discipline, and work culture is in the same direction as work motivation. This means that the higher/bigger the value of leadership style, work discipline, and work culture will further increase work motivation. Thus, hypothesis H_8 in this study states that "Leadership style, work discipline, and work culture have a significant influence on work motivation at the Samarinda State Administration Institute ” can already be accepted. The relationship between character, justice, and habits is very close when leaders improve these three things will affect employee motivation. Conversely, if character, justice, and habits are low, employee motivation will be low. The results of this study are in line with research conducted by (Kholilatul, Sumartik, 2020) showing that leadership style, work discipline, and work culture have a significant effect on work motivation.

9. The Influence of Leadership Style, Work Discipline, and Work Culture on Employee Performance

The results of the study showed that the relationship between leadership style, work discipline, and work culture to employee performance was significant with an F-statistic value of ($82.919 > 2.740$) and a p-value of (0.000) < 0.05 . The F-statistic value is positive, indicating that the direction of the relationship between the variables leadership style, work discipline, and work culture is in the same direction as employee performance. This means that the higher the value of leadership style, work discipline, and work culture then it will further increase employee performance. Thus, hypothesis H_9 in this study states that "Leadership style, work discipline and work culture have a significant influence on employee on performance Samarinda State Administration Institute ” can already be accepted. The relationship between character, justice, and habits is very close when leaders improve these three things will affect employee performance. The results of this study are in line with research conducted by (Endah, 2019) showing that previous research shows that leadership style, work discipline, and work culture have a significant effect on employee performance.

IV. CONCLUSION

Based on the results of the analysis related to the formulation in this study, the following conclusions can be drawn:

- 1) Leadership style has a significant influence on the work motivation of employees of the Samarinda State Administration Institute;
- 2) Work discipline has a significant influence on the work motivation of employees of the Samarinda State Administration Institute;
- 3) Work culture has a significant influence on the work motivation of employees of the Samarinda State Administration Institute;
- 4) Leadership style, work discipline and work culture have a significant influence on the work motivation of employees of the Samarinda State Administration Institute;
- 5) Leadership style has a significant influence on the performance of employees of the Samarinda State Administration Institute;
- 6) Work discipline has a significant influence on the performance of employees at the Samarinda State Administration Institute;
- 7) Work culture has a significant influence on the performance of employees of the Samarinda State Administration Institute;
- 8) Leadership style, work discipline, and work culture has a significant influence on the performance of the Samarinda State Administration Agency Employees; and
- 9) Work motivation has a significant influence on the performance of employees at the Samarinda State Administration Institute.

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