

# The Influence of Leadership and Organizational Culture on Employee Performance with Work Discipline As A Mediating Variable At The Health Office Of Bengkalis Regency, Riau Province

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## Abstract:

This study aims to find out and analyze the influence of leadership and organizational culture on employee discipline and performance. To find out and analyze the influence of discipline on employee performance. To find out and analyze the influence of leadership and organizational culture on employee performance through employee discipline of the Bengkalis Regency Health Office, Riau Province. The population referred to in this study is all employees who work at the Bengkalis Regency Health Office which amounted to 146 people, the number of samples used was 107 people. The research method used is quantitative. The data analysis used in this study is Structural Equation Modelling (SEM). The findings of the study show that a) leadership has a coefficient value of 0.631, with t statistic 4.968 and p value 0.000. b) Organizational culture has a coefficient value of 0.241, with a t statistic of 3.849 and a p value of 0.000. c) Work Discipline has a coefficient value of 0.203, with t statistic 3.269 and p value 0.000. d) Organizational culture has a path value of 0.218 coefficient value, with t statistic 3.957 and p value 0.000. e) Leadership has a path coefficient value of 0.336, with a T statistic of 3.204 and a P value of 0.000. f) Leadership has a coefficient value of 0.272, with a t statistic of 2.338 and a p value of 0.020. g) Organizational culture has a coefficient value of 0.276, then a statistical t value of 2.484 and a p value of 0.017. Conclusion a) leadership affects work discipline. b) Organizational culture affects work discipline. c) leadership affects employee performance. d) Organizational culture affects employee performance. e) Work discipline has a significant effect on employee performance. f) leadership has a significant effect on employee performance through work discipline. g) Organizational culture has a significant effect on employee performance through work discipline.

**Keywords:** *Leadership, Organizational Culture, Work Discipline, Employee Performance*

## 1. Introduction

Performance emphasizes the results of the functions of a job or what comes out (*out-come*). If you look further, what happens in a job or position is a process that processes inputs into outputs. Performance contains components of competence and productivity of results, so the results of performance are highly dependent on the level of individual ability in their achievement, especially organizational goals (Kasmir, 2018), Performance assessment standards for employees, State civil apparatus (ASN), then the government issued Law Number 5 of 2018 concerning the State Civil Apparatus. Based on Article 76, it is explained that: ASN performance assessment is carried out based on performance planning at the individual level and unit or organization level, by paying attention to the targets, achievements, results, and benefits achieved, as well as ASN behavior. For more details, please see the following table:

Table 1 Targets and Realization of Expenditure of the Bengkalis Regency Health Office in 2020-2022

It	Year	Spending Target (Rp)	Expenditure Realization (Rp)	%
1	2020	222.764.154.947	206.141.717.561	92,54%
2	2021	271.091.768.486	228.188.045.056	84,17%
3	2022	306.351.617.927	287.546.833.329	93,86%

Data Source: Bengkalis Regency Health Office, 2023

In Table 1, it can be seen that the realization of expenditure has fluctuated in recent years. This certainly shows that there are several performance problems in the implementation of the budget that occurred at the Bengkalis Regency Health Office, namely poor planning and financial activities, budget allocation that is unreasonable, efficient and relevant to the planned achievements and results, the implementation of activities. which has not been implemented as planned, a disproportionate budget absorption model that tends to accumulate at the end of the fiscal year which presents the quality of spending results that have not reached the goal.

In addition, the realization of budget management that does not reach 100% such as spending on tools/materials for printing office activities, spending on tools/materials for postal office activities, spending on tools/materials for office activities-office stationery. This can be seen from the data on the spending target with the realization of spending, where in 2020 the target set is Rp. 222,764,154,947 while the realization is Rp. 206,141,717,561 or 92.54%. Then in 2021 the target set is Rp. 271,091,768,486 or 84.17%, while the realization is Rp. 43,811,760,849 and in 2022 the target set is Rp. 306,351,617,927 while the realization is Rp. 287,546,833,329 or 93.86%. From this data, it can be seen that the realization of the targets given in the last three years has not been achieved 100%, and even tends to decrease in the achievement of realization from the set.

According to experts, Cashmere (2019:189), Mangkuprawira (2018) and Robins (2018) Employee performance can be influenced by many aspects, including leadership, organizational culture and work discipline. Add other factors, not only the x variable to be studied, so many factors from various articles

The phenomenon that occurred at the Bengkalis Regency Health Office regarding the level of discipline from the results of an interview with the Head of Human Resources of the Bengkalis Regency Health Office on October 19, 2023, the number of employees who arrived late, and employees left early, there were still employees who wandered around during working hours, leaving the workplace only to watch TV, chatting that was not related to work during working hours or leaving the workplace. This is one of the problems with the low discipline of employees.

Based on employee attendance data, it can be seen that in the last 3 years the average absence every year continues to increase. This shows that employees still lack discipline and enthusiasm in work and shows the need for firm action in giving warnings and sanctions. In improving work discipline, employees must also be able to do a job in accordance with their procedures and functions and receive good support from their leaders so that discipline towards work can be maximized and good.

Leadership is often considered the most important factor of the success or failure of an organization Menon (2002) as well as the success or failure of an organization whether business-oriented or public-oriented, is usually perceived as the success or failure of a leader. The role of leaders is so important that the issue of leaders has become a factor that attracts the attention of researchers in the field of organizational behavior.

The phenomena that occur related to leadership are: 1) the strategies implemented by the leadership are still not easily understood by their employees. 2) leaders do not care about their subordinates, 3) leaders are less able to make employees work optimally. 4) the cohesiveness of the work team is considered to be still not compact and 5) the leadership does not respect the existing differences. This will bring consistency that every leader is obliged to pay serious attention to foster, mobilize, and direct all potential employees in his environment so that the volume and workload are directed towards the goal.

Research conducted by Aprilianti & Syarifuddin (2022) found that Organizational culture and work discipline have a significant influence on employee performance. Then Dafmawati et al., (2017) Discipline affects performance. However, it is different from the research conducted by Mairia et al., (2021) found that leadership had no effect on performance. And research Solossa et al., (2018) found that leadership and organizational culture have no effect on performance, while discipline has an effect on performance.

## **2. Library Overview**

### **Employee Performance**

According to Badrianto and Wulansari (2022) Performance appraisal has a fairly important role in performance management where the appraisal is carried out to improve and improve performance as the achievement of organizational goals. Riva'i (2018) Stating performance is a real behavior that everyone displays as work achievements produced by employees in accordance with their role on campus. Employee performance is a very important thing in the campus's efforts to achieve its goals. Mathis and Jackson (2019)

stated that the performance (*performance*) is basically what the employee does or does not do. According to Mitchell (1988) in Priyono (2018), performance can be demonstrated in a variety of ways: 1. Performance can show the same behavior that lasts all the time (e.g., average strokes) 2. Performance can exhibit different behaviors that are demonstrated with a high level of conceptualization (e.g., attendance) 3. Performance can show gains (*outcomes*) that is not closely related to a particular action (e.g., sales) 4. Performance can be defined in general terms that indicate global traits rather than specific behaviors (e.g. assertiveness, friendliness) 5. Performance can be defined as the results of group behavior rather than individual behavior (e.g., game winning).

Then Robins (2018) Defining performance is a result achieved by an employee in his or her job according to certain criteria that apply to a job. Employee performance is the result of the employee's work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Mangkunegara (2018). While Wake Up (2018) Defines performance as the result of work achieved by a person based on the requirements of the job. Cashmere (2019) Defining performance is the result of work or work behavior that has been achieved in completing the tasks and responsibilities given in a certain period. Performance appraisals are usually carried out by management for one or several specific periods,

Next Edison, Emron, Anwar Yohny (2017) states that performance is the result of a process that refers to and is measured over a certain period of time based on predetermined provisions or agreements. Then Robins (2018) Defining performance is a result achieved by an employee in his or her job according to certain criteria that apply to a job. Meanwhile, other expert opinions said that performance is the result of employee work seen from the aspects of quality, quantity, work time and cooperation to achieve the goals that have been set by the organization. (Sutrisno, 2018). Moeheriono (2018) say performance or *performance* It is an overview of the level of achievement in the implementation of a program of activities or policies in realizing the goals, goals, visions, and missions of the organization as outlined through the strategic planning of an organization. Abdullah (2019) Judging from the origin of the word, performance is a translation of performance which means work results or work achievements.

### **Employee Discipline**

Discipline according to Mullins (2018:197): "*Discipline is essential for the efficient operation of the organization*". Meanwhile, according to Newstrom (2018:256), "*discipline is management action to enforce organizational standards*". (Discipline is a management action to enforce organizational standards). From the two definitions stated above, there are two different goals, namely as a way to make the organization efficient and as a way to raise organizational standards. If these two goals can be achieved, it will make the organization superior.

Discipline is a systematic process of punishment. Problems such as absenteeism, tardiness, theft, and misuse of company finances, are situations that are widely used by companies in managing discipline, namely systematic administrative punishment.

Newstrom (2018:256) said "*The area of discipline can have a strong impact on the individual in the organization. Discipline is management action to enforce organizational standards*". (The disciplinary field can have a strong impact on individuals in an organization. Discipline is a management action to enforce organizational standards). It can be said that employees must obey and comply with the rules, provisions, and norms that apply in the organization, both written and verbal based on awareness, conviction and a sense of responsibility for the duties and authorities given to them.

According to Irham (2019; 75) Discipline is the level of compliance and obedience to the applicable rules and is willing to accept sanctions or punishments if they violate the rules set forth in the discipline.

### **Leadership**

Putri and Wulansari (2022) leadership is a person's ability to influence their followers to achieve organizational goals. According to Edison, Emron, Yohny (2017) Leadership is the process of influencing others to understand and agree on what needs to be done and how the task is performed effectively, as well as the process of facilitating individual and collective efforts to achieve a common goal. Sisca and Wulansari et al. (2022) leadership is a process or individual action to be able to direct subordinates to achieve organizational goals.

According to Fahmi (2017), leadership is an individual who is able to influence the behavior of others without having to rely on violence and can be accepted by others as leaders. According to

Wahjosumidjo (2018), leadership is translated into terms of traits, personal behavior, influence on others, patterns, interactions, cooperative relationships between roles, the position of an administrative position, and persuasiveness, and perceptions from others about the legitimacy of influence. Next Thoha (2010) Declaring leadership is an activity to influence the behavior of others, or art influencing human behavior, both individuals and groups. Leadership is one of the most important factors in an organization because it is one of the determinants of the success and failure of the organization. Then Zainal and Rivai (2017) Defining leadership broadly includes the process of influencing in determining organizational goals, satisfaction of followers' behavior to achieve goals, influencing to improve the group and its culture. In addition, it affects the interpretation of the events of its followers, organizing and activities to achieve goals, maintaining cooperative and groupwork relationships, obtaining support and cooperation from people outside the group or organization. Good leadership is defined as the ability to blend a group of individuals into a productive team or unit to achieve a goal. This definition can be applied to a group of individuals in order to be able to complete the goals that have been implemented first (Mangkunegara, 2018).

### **Organizational Culture**

According to Dudija and Wulansari (2023), organizational culture is a system of shared meaning that is embraced by all members and is the difference between an organization and other organizations. Organizational culture describes patterns of behavior, beliefs, values, and norms that exist in an organization. One interesting discussion about organizational culture is about the importance of an inclusive organizational culture, namely a culture that respects diversity such as race, religion, gender, age, background, and others. This culture strives to create a welcoming and inclusive environment for all members of the organization.

Putri and Wulansari (2022) Organizational culture can be defined as a set of system of values, beliefs, assumptions or norms that have been in place for a long time, agreed upon and followed by the members of an organization as a guideline for behavior and solving organizational problems. Sisca and Wulansari et al. (2022) organizational culture is an important thing in an organization, but its existence is sometimes not realized by organizational members.

Then Edison, Anwar and Komariyah (2017:119) organizational culture is the result of the process of fusing the cultural style and or behavior of each individual that was brought previously into a new norm and philosophy, which has the energy and pride of the group in facing something and a certain goal. Then Robbins (2012:248) defines organizational culture as a system of meaning embraced by members that distinguishes the organization from other organizations. The organization must have values that have been believed, upheld and become the driving force by most members of the organization as legitimate rules of the game to achieve the desired goals, making those values become the organizational culture.

## **3. Research Methods**

### **Type of Research**

Based on the research objectives that have been set, this type of research can be classified as research *confirmatory* and *explanatory*, is a study that highlights the relationship between research variables and tests hypotheses that have been put forward previously (Singarimbun and Effendi, 2018). Research *Explanatory* It aims to explain and test or prove a theory or hypothesis to strengthen or reject the theory or hypothesis of existing research results.

### **Population and Sample**

#### *Population*

According to Sugiyono (2017), population is a generalization area consisting of objects or subjects that have certain quantities and characteristics determined by the researcher to be studied and then drawn conclusions. The population referred to in this study is all employees who work at the Bengkalis Regency Health Office which totals 146 people

#### *Sample*

The sample is the part of the population that is the object of the study. In a study, in general, observations are carried out not on the population, but on the sample. The sample puller used is the *purposive random sampling* method, which is a sampling technique with consideration of characters and characteristics that are determined in advance to limit the sample. In this study, the number of respondents was taken using the Slovin formula (Sugiyono, 2019). The sample to be determined by the researcher with a

percentage of tolerance or tolerance rate is 5%. Based on the calculation results, the number of samples used is 106.95. So the number of samples that will be used in this study is rounded to 107 people.

### Data Analysis Techniques

The data analysis used in this study is *PLS Structural Equation Modelling (SEM)* which is operated through the Smart PLS version 3.0 program. This research requires an analysis of data and its interpretation that will be used to answer research questions to uncover certain social phenomena. So data analysis is the process of simplifying data into a form that is easier to read and interpret. The model that will be used in this study is a causality or influence relationship model to test the hypothesis proposed, so the analysis technique used is *SEM*. As a structural equation model, Smart PLS version 3.0 has been used in equations and management research.

## 4. Research Results

### SEM Output Results *Partial Least Square*

In this study, data analysis uses the *Partial Least Square (PLS)* approach using *Smart PLS 3.2.8* software. *Partial Least Square (PLS)* is a structural equation (SEM) model based on *variance* components. The PLS approach is *distribution free* (does not use specific distributed data, can be nominal, category, ordinal, interval or ratio). In addition, PLS can also be used to measure small samples.

### Assessing the Outer Model

Model measurements or outer models define how each indicator block relates to its latent variables. The following is an image of the PLS Algorithm used in this study:

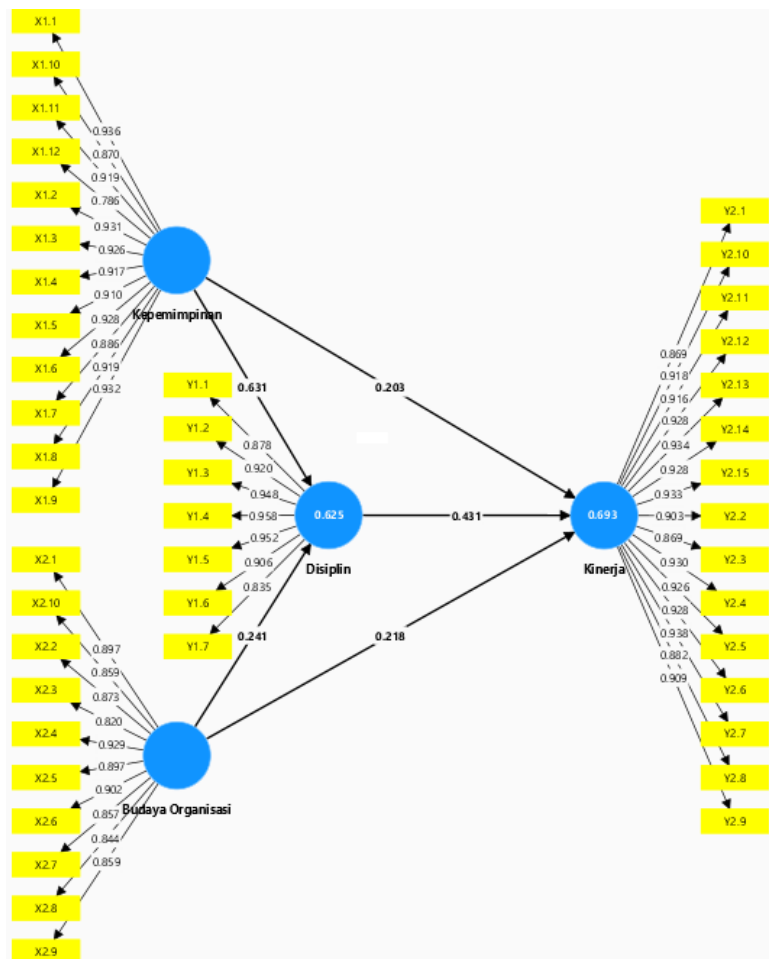


Figure 1 Outer Model Analysis

The criteria of the PLS Algorithm in figure 1 above can be explained as follows:

In the *convergent validity test*, the only thing measured was loading. The results of the ujin are seen in Table 2:

**Table. 2 Results of Convergent Validity Test (*Loading Factor*)**

<b>Indicators</b>	<b>Loading Factor</b>	<b>Ket</b>
X1.1	0.936	Valid
X1.10	0.870	Valid
X1.11	0.919	Valid
X1.12	0.786	Valid
X1.2	0.931	Valid
X1.3	0.926	Valid
X1.4	0.917	Valid
X1.5	0.910	Valid
X1.6	0.928	Valid
X1.7	0.886	Valid
X1.8	0.919	Valid
X1.9	0.932	Valid
Y1.1	0.878	Valid
Y1.2	0.920	Valid
Y1.3	0.948	Valid
Y1.4	0.958	Valid
Y1.5	0.952	Valid
Y1.6	0.906	Valid
Y1.7	0.835	Valid
Y2.1	0.869	Valid
Y2.10	0.918	Valid
Y2.11	0.916	Valid
Y2.12	0.928	Valid
Y2.13	0.934	Valid
Y2.14	0.928	Valid
Y2.15	0.933	Valid
Y2.2	0.903	Valid
Y2.3	0.869	Valid
Y2.4	0.930	Valid
Y2.5	0.926	Valid
Y2.6	0.928	Valid
Y2.7	0.938	Valid
Y2.8	0.882	Valid
Y2.9	0.909	Valid
X2.3	0.820	Valid
X2.8	0.844	Valid
X2.7	0.857	Valid
X2.10	0.859	Valid
X2.9	0.859	Valid
X2.2	0.873	Valid
X2.1	0.897	Valid
X2.5	0.897	Valid
X2.6	0.902	Valid
X2.4	0.929	Valid

Source : *Smartpls Processed Data, 2024*

Table 4.10 explains that *the convergent validity* test aims to assess reflective indicators to become construction indicators or latent variables by assessing *the loading factor* of each indicator in the variable.

In this test, if the loading factor value is above 0.7, the variable is said to be valid. This study shows that all variables show good *convergent validity* because they are above 0.7. Due to the absence of problems with *convergent validity*, a *discriminant validity test* was then carried out. The results of the *discriminant validity test* can be seen in the following Table 3:

**Table. 3 Results of the Validity Test (*Discriminant Validity*)**

	<b>Organizational Culture</b>	<b>Discipline</b>	<b>Leadership</b>	<b>Performance</b>
<b>X1.1</b>	0.781	0.774	0.936	0.659
<b>X1.10</b>	0.672	0.780	0.870	0.662
<b>X1.11</b>	0.728	0.789	0.919	0.683
<b>X1.12</b>	0.602	0.655	0.786	0.589
<b>X1.2</b>	0.729	0.702	0.931	0.642
<b>X1.3</b>	0.747	0.762	0.926	0.715
<b>X1.4</b>	0.661	0.682	0.917	0.645
<b>X1.5</b>	0.748	0.722	0.910	0.676
<b>X1.6</b>	0.689	0.709	0.928	0.638
<b>X1.7</b>	0.627	0.673	0.886	0.629
<b>X1.8</b>	0.738	0.800	0.919	0.661
<b>X1.9</b>	0.722	0.819	0.932	0.682
<b>X2.1</b>	0.897	0.689	0.748	0.628
<b>X2.10</b>	0.859	0.521	0.560	0.561
<b>X2.2</b>	0.873	0.725	0.755	0.591
<b>X2.3</b>	0.820	0.667	0.743	0.642
<b>X2.4</b>	0.929	0.746	0.773	0.647
<b>X2.5</b>	0.897	0.723	0.713	0.642
<b>X2.6</b>	0.902	0.638	0.730	0.602
<b>X2.7</b>	0.857	0.544	0.563	0.567
<b>X2.8</b>	0.844	0.536	0.575	0.587
<b>X2.9</b>	0.859	0.540	0.580	0.561
<b>Y1.1</b>	0.590	0.878	0.737	0.639
<b>Y1.2</b>	0.677	0.920	0.688	0.712
<b>Y1.3</b>	0.685	0.948	0.812	0.745
<b>Y1.4</b>	0.697	0.958	0.761	0.748
<b>Y1.5</b>	0.644	0.952	0.718	0.703
<b>Y1.6</b>	0.667	0.906	0.785	0.677
<b>Y1.7</b>	0.725	0.835	0.733	0.615
<b>Y2.1</b>	0.553	0.640	0.653	0.869
<b>Y2.10</b>	0.675	0.687	0.657	0.918
<b>Y2.11</b>	0.665	0.727	0.654	0.916
<b>Y2.12</b>	0.620	0.661	0.674	0.928
<b>Y2.13</b>	0.661	0.696	0.685	0.934
<b>Y2.14</b>	0.651	0.686	0.648	0.928
<b>Y2.15</b>	0.657	0.704	0.694	0.933
<b>Y2.2</b>	0.598	0.715	0.659	0.903
<b>Y2.3</b>	0.577	0.710	0.644	0.869
<b>Y2.4</b>	0.627	0.697	0.683	0.930
<b>Y2.5</b>	0.623	0.726	0.677	0.926

	Organizational Culture	Discipline	Leadership	Performance
Y2.6	0.627	0.672	0.669	0.928
Y2.7	0.630	0.695	0.665	0.938
Y2.8	0.643	0.694	0.658	0.882
Y2.9	0.676	0.673	0.640	0.909

Source : Smartpls Processed Data, 2024

Table 3 shows that value *Discriminant Validity* adequate, namely by comparing the correlation of indicators of one construct with other constructs. If the correlation between constructs has a higher value compared to the correlation of indicators, then it can be said that the construct has a high validity discrimination. From Table 3, it can be seen that the indicators of each construct provide a value of *convergent validity* which is high which is above 0.70. Value *cross loading* also shows *Discriminant Validity* which is good.

Another method to assess *discriminant validity* is to compare *the square root of average* (AVE) for each construct with the correlation between the construct and the other constructs in the model. If the root of the AVE is higher than the correlation between other constructs, then it can be concluded that the construct has a good level of validity. From the following Table 4, it can be seen that the AVE root value of each construct is higher than the correlation value between other constructs.

**Table 4 Square Root Of Average (AVE) Validity Test**

Variable	Average Variance Extracted (AVE)
Organizational Culture	0.764
Discipline	0.837
Leadership	0.821
Performance	0.836

Source : Smartpls Processed Data, 2024

### Reliability Construct

The reliability of the construct of the *measurement model* with the reflexive indicator can be measured by looking at the *composite reliability value* of the indicator block that measures the construct. A construct is said to be reliable if the *composite reliability* value is above 0.70 (Jogiyanto and Abdillah, 2009:62). The following are *the composite reliability* values presented in Table 5 below.

**Table 5 Composite Reliability and Cronbach's Alpha**

Variable	Composite Reliability	Cronbach's Alpha
Organizational Culture	0.968	0.966
Discipline	0.969	0.967
Leadership	0.981	0.980
Performance	0.986	0.986

Source : Smartpls Processed Data, 2024

Table 5 shows that the *composite reliability* value for all constructs is above 0.7 which indicates that all constructs in the estimated model meet the reliable criteria. The lowest *composite reliability* value is 0.906 in the employee performance variable and the highest *composite reliability* value is 0.960 in the Organizational Culture variable.

Then the recommended *Cronbach's alpha* value is above 0.6 and the results show that *the Cronbach's alpha* value for all constructs is above 0.6. The lowest score is 0.905 in employee performance and the highest score is 0.959 in the Organizational Culture variable. So it can be concluded that the *cronbach alpha* value for all variables is above 0.6 which indicates that all the constructs in the estimated model meet the criteria.



### Structural Model Evaluation (*Inner Model*)

Testing on the structural model is evaluated by paying attention to the percentage of variants described, namely looking at the R2 value for the dependent latent variable using the *predictive relevance* (Q2) value. The magnitude of Q<sup>2</sup> with a range of 0 < Q2 < 1, the closer to the value of 1 the better the model. Likewise, if it is below zero, then the results show that the model lacks *predictive relevance*. Here is a picture of the PLS *bootstrapping* in this study:

The design of the structural model of the relationship between latent variables in PLS is based on the formulation of the problem or research hypothesis. Measurement model design (*outer model*) in PLS is very important because it is related to whether the indicator is reflective or formative. The following are the structural models and measurement models in PLS used in this study.

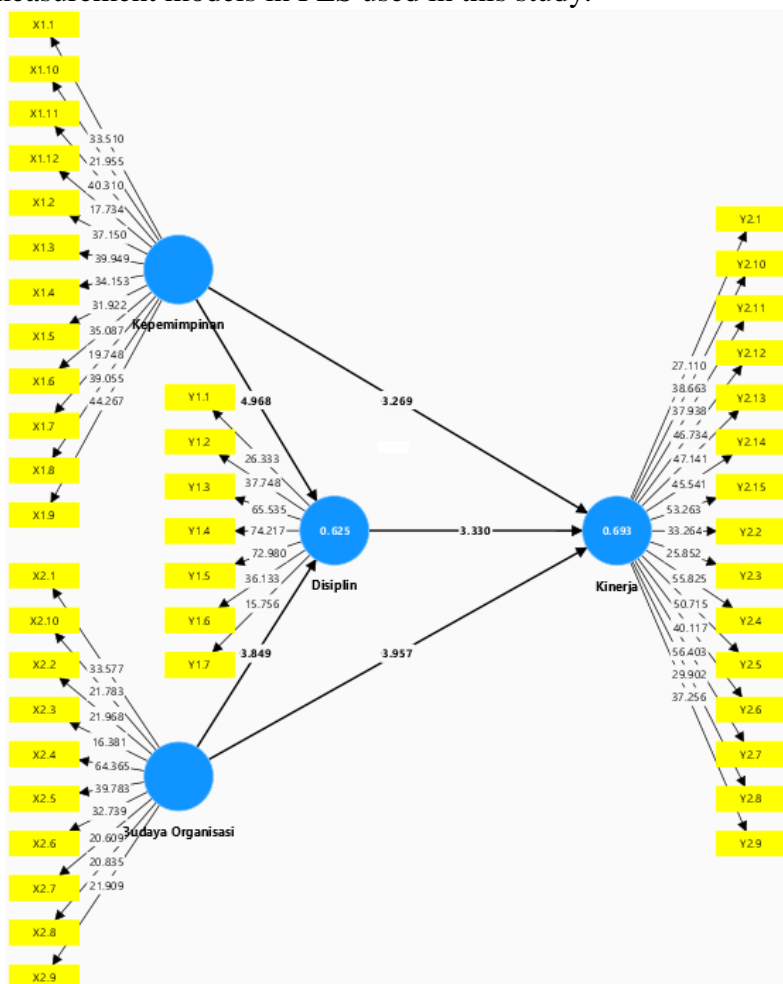


Figure 4.6 Structural Model (*Inner Model*)

### Coefficient of Determination

The calculation process is carried out by means of literacy, where literacy will stop if convergent conditions have been achieved. The determination coefficient uses *R-squared* which shows what percentage variation in endogenous/criterion constructs can be explained by the hypothesized constructs affecting it (exogenous/predictor).

Table 6 R Square

Variable	R-square adjusted
Discipline	0.625
Performance	0.693

Source : Smartpls Processed Data, 2024

From Table 6, the *r square* value of the employee performance variable was obtained at 0.693. This means that 69.3% of employee performance variables are influenced by leadership, organizational culture and work discipline, the rest are influenced by other variables that are not tested in this study. Then the *r square value of the* work discipline variable was obtained of 0.625. This means that 62.5% of the work

discipline variables are influenced by organizational culture and leadership, the rest are influenced by other variables that were not tested in this study.

Furthermore, from the results above, a value can be obtained *predictive-relevance* (Q2) with the following equation:

$$Q2 = 1 - (1 - R12) (1 - R22)$$

$$Q2 = 1 - (1 - 0.625) (1 - 0.693)$$

$$Q2 = 0.885$$

This can be interpreted that 88.5% of the variation in employee performance variables is explained by the variables used in the model, namely organizational culture, leadership and employee work discipline, the remaining 11.5% is explained by other factors outside the model. This model can be used for hypothesis testing. This means that the q2 obtained can be said to be a model that has been formed and has good model accuracy or accuracy, because a value above 60% is obtained. This shows that the model in this study is said to have a good predictive value and is suitable to be used in testing hypotheses because it has a magnitude of q2 with a range of  $0 < q2 < 1$ , the closer to the value of 1 means the better the model.

## Hypothesis Testing

### Direct Effect

To predict the causality relationship in SEM-PLS using Smartpls can be done by looking at the T-Statistics seen in the table of *path coefficients*, *p-value*, *stdanard errors* and *effect sizes for path coefficients*. The following will be presented in Table 4, namely the results of the direct influence hypothesis test.

**Table 7 Results of the Direct Influence Hypothesis Test**

Hypothesis	Original sample (O)	T statistics ( O/STDEV )	P values	Decision
Organizational Culture -> Discipline	0.241	3.849	0.000	Accepted
Organizational Culture -> Performance	0.218	3.957	0.000	Accepted
Discipline -> Performance	0.431	3.330	0.001	Accepted
Leadership -> Discipline	0.631	4.968	0.000	Accepted
Leadership -> Performance	0.203	3.269	0.000	Accepted

Source : Smartpls Processed Data, 2024

Table 7 shows the significance of the estimated parameters providing very useful information about the influence between the research variables. The basis used in testing the hypothesis is the value found in the *following path coefficients output*:

### The Influence of Leadership on Work Discipline

Table 7 above shows that the coefficient path value of the influence of leadership on work discipline is significant, this can be seen from the coefficient value of 0.631, with t statistic 4.968 and p value 0.000. This shows that the t-value is greater than 1.96 (t-value), which shows that there is an influence between leadership and work discipline. Thus, in this study that states that "there is an influence between leadership and work discipline" is accepted.

### The Influence of Organizational Culture on Work Discipline

Table 7 shows that the influence between organizational culture on work discipline is significant with a coefficient value of 0.241, with a t statistic of 3.849 and a p value of 0.000. The results show that the t-value is greater than 1.96 (t-value), which shows that there is an influence between organizational culture and work discipline. Thus, in this study, it is stated that "organizational culture affects work discipline" is accepted.

### The Influence of Leadership on Employee Performance

Table 7 shows a path value of 0.203 coefficient, with t statistic 3.269 and p value 0.000. The results show that the t-value is greater than 1.96 (t-value), meaning that there is an influence between leadership and

employee performance. Thus, in this study, it was accepted that "there is an influence between leadership and employee performance".

### The Influence of Organizational Culture on Employee Performance

Based on table 4, it can be seen that the path value of the coefficient is 0.218, with t statistic 3.957 and p value 0.000. From these values, it shows that there is an influence between organizational culture and employee performance. Thus, in this study which states that "organizational culture affects employee performance" is accepted.

### The Effect of Work Discipline on Employee Performance

Based on table 4, it can be seen that there is a significant influence between work discipline on employee performance, as evidenced by a path value of 0.431 coefficient, with t statistic 3.330 and p value 0.000. Thus, in this study, which states that "work discipline affects employee performance" is accepted.

### Indirect Effect

To test the mediation effect of some of these *indirect effect* hypotheses, the following is shown in Table 8

**Table 8 Results of the Indirect Influence Hypothesis Test**

Hypothesis	Original sample (O)	T statistics ((O/STDEV))	P values	Decision
Organizational Culture -> Discipline -> Performance	0.281	2.567	0.011	Accepted
Leadership -> Discipline -> Performance	0.272	2.338	0.020	Accepted

Source : Smartpls Processed Data, 2024

From Table 8 above, it can be known that the indirect influence between the research variables, for more details can be seen the following details:

### The Influence of Leadership on Employee Performance Through Work Discipline

Table 8 shows that the path value of the coefficient is 0.272, with t statistic 2.338 and p value 0.020, meaning that there is a significant influence between leadership on employee performance through work discipline. Thus, in this study, it is accepted that "leadership affects employee performance through work discipline".

### The Influence of Organizational Culture on Employee Performance Through Work Discipline

From table 8 above, the influence of organizational culture on employee performance through work discipline is significant, this is evidenced by the finding of a coefficient value of 0.281, then a statistical t value of 2.567 and a p value of 0.011. Thus, in this study, it was accepted that "there is an influence between organizational culture on employee performance through work discipline".

## 5. Conclusions And Suggestions

### Conclusion

Based on the results of the research, the following conclusions can be drawn:

1. Based on the description of the respondents' answers about leadership in the category of quite good, the statement with the highest average score is that the leader appreciates the work of employees by giving rewards/awards that show that the leader always respects each of his subordinates and sometimes gives rewards to employees who are able to fulfill the work given. The statement with the lowest average score is a statement that the leader has the ability to regulate his emotions which shows that the leader is still not able to manage his emotions.
2. Based on the description of the respondents' answers about the organizational culture including the sufficient category, the statement always strives to develop themselves and the ability to have the highest average score which shows that employees always make improvements to the work they have completed. The statement with the lowest average score on the statement in carrying out every

job, I always take the initiative and do not always rely on the instructions of the leadership. This shows that not all employees in carrying out their work are willing to take the initiative and always depend on their leaders.

3. The description of the answers of the respondents at the level of work discipline is in the category of quite good. However, there are some workers who are lower than average. This shows that employees are always trying to increase the productivity of the work they receive. In addition, the statement about in accordance with my statement is required to have responsibility in work. This shows that employees always try to be responsible in carrying out the work they receive which is the highest value.
4. Employee performance is in the category of quite good. Because, there are some workers who are lower than average. The statement that I should have a good level of thoroughness at work is the average with the lowest score, meaning that some employees are less thorough in completing the tasks assigned to them. Based on the value of the loading factor, the highest value is the statement that you have worked seriously at the moment and the lowest value of the loading factor is the statement of being present at the workplace on time.
5. Leadership affects work discipline. It can be seen that the coefficient value is 0.631, with a t statistic of 4.968 and a p value of 0.000. This indicates that the calculated t-value is greater than 1.96 (t-value). Leadership has an important role in improving the work discipline of its subordinates. In fact, leaders still rarely invite their subordinates to work with the team that has been formed according to their functions.
6. Organizational culture affects work discipline. It can be seen that with a coefficient value of 0.241, with a t-statistic of 3.849 and a p value of 0.000. The results show that the t-value is greater than 1.96 (t-value), which shows that organizational culture is very important in determining Work Discipline.
7. Leadership affects employee performance. It can be seen that the coefficient path value of the influence of leadership on performance is significant, this can be seen from the coefficient value of 0.203, with t statistic 3.269 and p value 0.000. The results show that the t-value is greater than 1.96 (t-value), meaning that there is an influence between leadership and employee performance.
8. Organizational culture affects employee performance. It can be seen that the path value of the coefficient of the influence of organizational culture on performance is significant It can be seen that the path value of the coefficient value is 0.218, with t statistic 3.957 and p value 0.000. From these values, it shows that there is an influence between organizational culture and employee performance.
9. Work discipline has a significant effect on employee performance. It can be seen that the coefficient path value of the influence of leadership on Work Discipline is significant, this can be seen from the coefficient path value of 0.336, with t statistic 3.204 and p value 0.000. The current work discipline of employees is not very good, it can be seen that some employees do not show a professional attitude in completing their tasks which has an impact on the low performance of the employees.
10. Leadership has a significant effect on employee performance through Work Discipline. It can be seen that the coefficient value is 0.272, with a t statistic of 2.338 and a p value of 0.020, meaning that there is a significant influence between leadership on employee performance through work discipline. The lack of leadership support for their subordinates makes employees less disciplined, because employees lack discipline in their work have an impact on poor employee performance.
11. Organizational culture has a significant effect on employee performance through work discipline. It can be seen that this is evidenced by the finding of a coefficient value of 0.276, then a statistical t value of 2.484 and a p value of 0.017. The organizational culture that has been formed looks still not good, this is where work discipline has a role to improve organizational culture so that it can improve performance. This means that the better the organizational culture and followed by high work discipline will improve employee performance.

## **Suggestion**

### **Practical Advice**

Based on the conclusion above, some suggestions can be given as follows:

1. From the results of research on employee performance, organizations must remind employees to prioritize quality work results in terms of performance. This can be done by providing training to employees, especially basic training and knowledge standards that are appropriate to their field of work, so that they can work according to the principles of the organization.
2. In terms of employee discipline To improve employee work discipline, organizations must always

conduct periodic supervision and evaluation of employee performance. This helps to immediately detect and correct deficiencies in work discipline.

3. In terms of leadership, leaders must have a firm attitude and support their subordinates. Leaders must support their subordinates by providing continuous coaching and briefing on the responsibilities of each employee, so that employees can improve their own performance.
4. In terms of organizational culture, organizations must carry out activities outside of work to improve organizational culture and be willing to listen and accept criticism. This can be achieved by holding work meetings or briefings outside the office to improve communication and cooperation between employees.

### Academic Advising

Based on the conclusion above, some academic advice can be given as follows:

1. Encourage training at the leadership level of health offices, which includes communication, empowerment, and leadership skills centered on organizational values.
2. Develop an open and data-driven performance appraisal system, where employees clearly understand the expected targets and the consequences of failure or success in achieving those targets. This creates a culture where everyone is responsible for their respective roles.
3. Implement policies that support employee welfare, such as flexibility in working hours, mental health leave, and support for the physical health of health office employees, to ensure employees remain healthy, both physically and mentally.
4. For further research, in order to expand the scope of the research and add variables that are able to affect employee performance and strengthen work discipline.

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