



# **THE INFLUENCE OF LEADERSHIP STYLE, ORGANIZATIONAL CULTUR, AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE AT PT. MITRA AGRO SEMBADA**

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**Abstract:** This study is motivated by the achievement of employee performance that has not been maximized, which is caused by factors that influence employees in an effort to achieve performance. This study aims to determine and analyze the Leadership Style, Organizational Culture, and Work Motivation on Employee Performance at PT Mitra Agro Sembada. This research is a quantitative descriptive analysis research. The number of respondents in this study were 131 people, which were determined using saturated sampling techniques. The analysis model used is multiple linear regression analysis models. The results showed that leadership style, organizational culture, and work motivation partially had a positive and significant effect on employee performance at PT Mitra Agro Sembada. Simultaneous test results show that Leadership Style, Organizational Culture and Work Motivation together have a positive and significant effect on Employee Performance at PT. Mitra Agro Sembada.

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## **Introduction**

In the current era of globalization, business competition is increasingly fierce and companies are faced with the challenge of achieving optimal performance. This competition requires companies to revise their strategies to maintain the sustainability and growth of their companies. In the context of a corporate entity, human resources need to be emphasized to adopt a reference that is able to maximize the ability of individuals in achieving organizational goals. This means that HR management should be focused on an approach that explores the full capabilities of HR for organizational success (Mandey, 2014). This is because human resources (HR) are the only key element of resources that have reason, emotions, desires, intentions, needs, knowledge, skills, motivation, work, results, and so on (Reniati *et al.*, 2023). With these

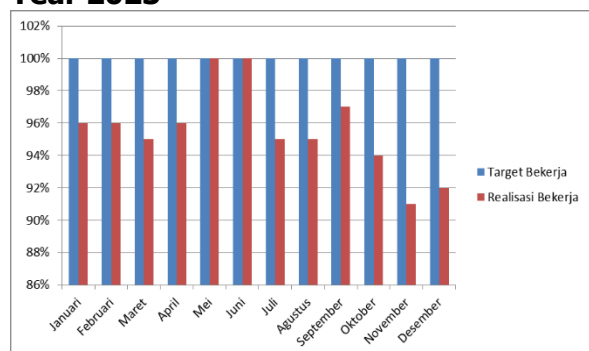
resources, organizations can achieve their goals with full awareness and sense of achievement, because individual and team collaboration can achieve the best performance according to organizational needs.

PT Mitra Agro Sembada (PT.MAS) is a palm oil processing company capable of operating with a capacity of 60 tons/hour. In accordance with the company's vision, the establishment of this company was based on the aspirations of the local community who wanted a Palm Oil Mill (PMKS) to be built. The company is expected to create jobs and become the main buyer of the community's FFB to support the local economy and reduce poverty and unemployment in Bangka Regency

Performance is often defined as the success of a person in completing their

work. The following is a performance report of PT Mitra Agro Sembada employees.

**Figure 1 Monthly Report of Employee Performance of PT Mitra Agro Sembada Year 2023**

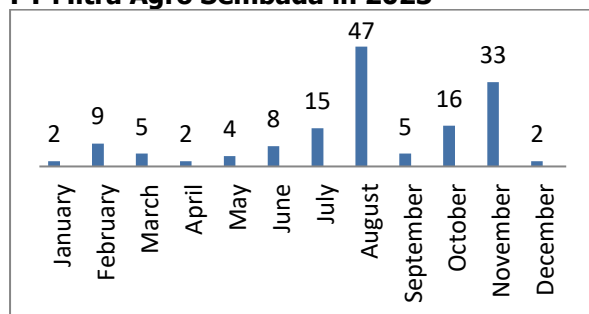


Source: PT Mitra Agro Sembada (2023)

Based on the documented data in Figure 1, it can be seen that over the past year, employee performance at PT Mitra Agro Sembada did not reach the optimal level in the implementation of their performance. In 2023, the achievement of targets and realization of work reaching 100 percent only occurred in May and June. While in January, February, March, April, July, August, September, October, November, and December, there was a decrease in performance or work realization that did not reach the expected target.

This decline may occur due to several factors, one of which is the number of absent employees. The following is a report on employee absenteeism in 2023.

**Figure 2 Employee absenteeism report of PT Mitra Agro Sembada in 2023**



Source: PT Mitra Agro Sembada (2023)

As can be seen in Figure 2, over the past year, the highest number of absent employees occurred in August, with 47 employees absent without a definite cause. If this condition continues, it will certainly have a negative impact on the employees themselves and the company.

Based on the results of interviews with HRD PT Mitra Agro Sembada that have

been conducted by researchers, this study will discuss three main factors that can affect employee performance, namely leadership style, organizational culture, and work motivation. This is in line with Kasmir's idea (2019: 189) that organizational culture, leadership style, and work motivation are several components that have an influence on the performance of workers in the company

## Literature Review

### Employee Performance

Employee performance is one of the parameters that measures individual achievement in work, reflected in the quality of work results and the ability to complete tasks in accordance with company standards. According to Suwatno and Priansa (2018: 196), employee performance includes individual achievements in completing the tasks assigned to him and the extent of his contribution to organizational progress.

Meanwhile, Shanty & Mayangsari (2017) describe performance as actual *job performance*, which can be measured through employee contributions in various dimensions such as quality, quantity, attendance at work, and cooperative attitude. Based on the understanding of the various perspectives above, it can be concluded that employee performance is a process evaluation of the results of the tasks and responsibilities given by the company to employees, both in terms of quality and quantity, in accordance with applicable work standards. The dimensions of performance described by Prasyanti (2018), namely Job Quality, Job Quantity, and Job Effectiveness.

### Leadership Style

Every leader basically exhibits diverse behaviors in guiding their followers, and these behaviors are known as leadership styles. According to Thoha (2017), leadership style refers to the standards and actions utilized by an individual as they attempt to influence the behavior of other individuals. Meanwhile, Martin (2017) also states that leadership style is the way a leader influences his subordinates, which is reflected in patterns of behavior or personality. Based on these definitions, it can be concluded that leadership style is a pattern of behavior or

the ability of a leader to direct and influence employees to achieve predetermined goals. The dimensions of leadership style according to Kartono (2016: 34) are Ability in Decision Making, Ability in Motivating and Ability in Communication.

### Organizational Culture

Organizational culture is believed to contain values and norms that apply in the company. Robbins & Coulter (2016: 84) define *organizational culture* as a collection of values, principles, traditions, and ways of working that are shared by members of the organization and influence their actions. Meanwhile, according to Hasibuan (2016), organizational culture is a pattern of behavior developed by an organization when facing the problems of external adaptation and internal integration. By referring to some of the definitions above, it can be concluded that organizational culture is a collection of values and norms jointly adopted by organizational members to solve problems, adapt to the environment, and guide the actions of the organization as a whole. The dimensions of organizational culture according to Edison et al. (2016: 131) namely Self-Awareness, Aggressiveness, Personality, Team Orientation.

### Work Motivation

Motivation is the desire to carry out an action, and in the context of the scope of work, work motivation becomes a drive that increases employees' desire to work to achieve the expected goals. According to Terry (2016: 165), work motivation is a person's internal drive that encourages him to take an action. Robbins & Judge (2017: 247) define motivation as a process that involves strength (*intensity*), *direction*, and *persistence*. Based on various views of experts, it can be concluded that work motivation is a process where needs encourage individuals to carry out a series of activities aimed at achieving certain goals, including organizational goals, and to meet several needs. The dimensions of work motivation according to Sumiyati et. al (2018) are the need for achievement, the need to build personal relationships, and the need for power and influence over others.

### Hypothesis

**H1** : Leadership style has a positive and significant effect on employee performance at PT Mitra Agro Sembada.

**H2** : Organizational culture has a positive and significant effect on employee performance at PT Mitra Agro Sembada.

**H3** : Work Motivation has a positive and significant effect on Employee Performance at PT. Mitra Agro Sembada.

**H4** : Leadership Style, Organizational Culture, and Work Motivation simultaneously have a positive and significant effect on Employee Performance at PT Mitra Agro Sembada.

### Method

This research applies a descriptive method with a quantitative approach. Sugiyono (2015) defines the quantitative approach as a way of research that focuses on certain populations or samples, with sampling techniques generally carried out randomly and data collection using research instruments. This research was conducted at PT Mitra Agro Sembada (PT.MAS) which is located on Jl. Raya Kotawaringin, Labu, Kec. Puding Besar, Bangka Regency, Bangka Belitung Islands (33179). The processing time of this research starts from December 2023 and continues until completion

In this study, the types and sources of data used are primary data sourced or obtained directly by researchers from respondents or data sources concerned with data collection techniques using questionnaires and documentation studies. The sample used in this study is *Non-probability sampling* with Saturated Sampling technique with a sample size of 131 individuals.

### Results

#### 1. Normality Test

##### Table 1 Normality Test Results

##### One-Sample Kolmogorov-Smirnov Test

		<i>Unstandardized Residual</i>
N		131
<i>Normal Parameters<sup>a,b</sup></i>	<i>Mean</i>	,0000000
	<i>Std.</i>	3,54649860

<i>Deviation</i>		
<i>Most Extreme Differences</i>	<i>Absolute</i>	,039
	<i>Positive</i>	,039
	<i>Negative</i>	-,037
<i>Test Statistic</i>		,039
<i>Asymp. Sig. (2-Tailed)</i>		,200 <sup>c,d</sup>

Source: primary data processed by researchers, 2024

Based on Table 1 shows the results of the normality test obtained from respondents with a significance value found in Kolmogorov-Smirnov with a value of  $0.200 > 0.05$  so that it can be stated that the data regression model is normally distributed.

## 2. Multicollinearity Test

**Table 2 Multicollinearity Test Results**

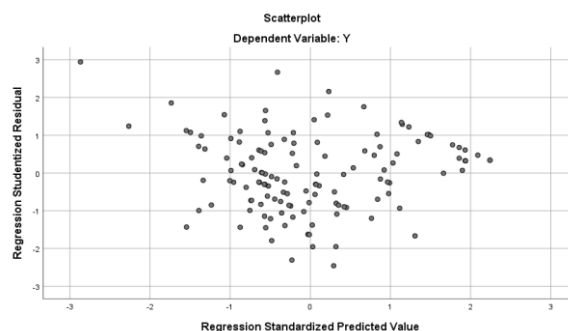
<b>Variables</b>	<b>Tolerance</b>	<b>VIF</b>	<b>Description</b>
Leadership Style	0,946	1,054	No Multicollinearity
Organizational Culture	0,576	1,735	No Multicollinearity
Work Motivation	0,557	1,796	No Multicollinearity

Source: primary data processed by researchers, 2024

Based on Table 2, the results of multicollinearity through the calculation of the tolerance value can be seen that all independent variables have a tolerance value  $> 0.10$  and a VIF value  $< 10$ , so it can be concluded that in the regression model there is no multicollinearity between the independent variables.

## 3. Heteroscedasticity Test

**Figure 3 Heteroscedasticity Test Results**



Source: primary data processed by researchers, 2024

Based on Figure 3, it can be seen that the points spread well and randomly above and below the number 0 on the Y axis. This means that there are no symptoms of heteroscedasticity so that the regression model is suitable for use. If there is no heteroscedasticity, the regression model can be said to be good (Ghozali, 2018).

## Hypothesis Test

### 1. Multiple Linear Regression Analysis

**Table 3 Multiple Linear Regression Analysis Results**

Model	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>
(Constant)	5,658	3,848	
1 Leadership Style	,122	,040	,212
2 Organizational Culture	,475	,140	,298
3 Work Motivation	,494	,128	,345

Source: primary data processed by researchers, 2024

Table 3 shows the results of multiple linear regression analysis obtained the regression equation as follows:

$$Y = 5.658 + 0.122 X_1 + 0.475 X_2 + 0.494 X_{(3)}$$

The constant value obtained is 5.658, which means that the employee performance value (Y) will be worth 5.658 if the leadership style ( $X_1$ ), organizational

culture ( $X_2$ ) and work motivation ( $X_3$ ) are 0 (constant). So it can be stated that employee performance (Y) will be worth 5,658 if there is no leadership style ( $X_1$ ), organizational culture ( $X_2$ ) and work motivation ( $X_3$ ). The regression coefficient value of the three variables is positive, namely 0.122 ( $X_1$ ), 0.475 ( $X_2$ ) and 0.494 ( $X_3$ ). This means that if the three variables increase, the employee performance variable will also increase. Conversely, if the three variables decrease, the employee performance variable will also decrease.

## 2. F test

**Table 4 F Test Results**

ANNOVA					
Model		Sum of Squares	df	Mean Square	Sig.
1	Regression	1259,852	3	419,951	32,618
	Residuals	1635,095	127	12,875	
	Total	2894,947	130		

Source: primary data processed by researchers, 2024

Based on table 4, it can be seen that the results of the calculation of the respondent's F test show that F count is 32.618. This shows that F count is greater than F table, namely 2.68, and the significance value of 0.000 is smaller than the significant level of 0.05. It can be stated that H4 is accepted,

## 3. T-test

**Table 5 T-test Results**

Coefficients			
Model	T Table	T Count	Sig.
Leadership Style	1,978	3,094	0,002
Organizational Culture	1,978	3,388	0,001
Work Motivation	1,978	3,861	0,000

Source: primary data processed by researchers, 2024

Based on table 5, the calculation obtained t count for leadership style ( $X_1$ ) of 3.094 is greater than t table 1.978 with a significance level of 0.002 smaller than the significance level of 0.05, so it is concluded

that H1 is accepted. significance level of 0.002 is smaller than the significance level of 0.05, so it can be concluded that H1 is accepted. Furthermore, the calculation table obtained t count for organizational culture ( $X_2$ ) of 3.388 is greater than t table 1.978 with a significance level of 0.001 smaller than the significance level of 0.05, so it can be concluded that H2 is accepted. Finally, the calculation table obtained t count for work motivation ( $X_3$ ) of 3.861 is greater than t table 1.978 with a significance level of 0.000 smaller than the significance level of 0.05, so it can be concluded that H3 is accepted.

## 4. Coefficient of Determination Analysis ( $R^2$ )

**Table 6 Analysis Results of the Coefficient of Determination ( $R^2$ )**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,660	0,435	0,442	3,588

Source: primary data processed by researchers, 2024

Table 6 shows the Adjusted R Square number 0.422 or 42.2%, namely the employee performance variable can be influenced by leadership style, organizational culture and work motivation, the remaining 57.8% is influenced by other variables outside this study.

## Discussion

### 1. Effect of Leadership Style on Employee Performance

Based on quantitative analysis that shows t count of 3.094, which exceeds t table 1.978, with a significance level of 0.002 which is smaller than the significance level of 0.05. Also, the results of the regression analysis obtained a leadership style regression coefficient value of 0.122. This can be said that if the leadership style increases by 1, it will affect employee performance by 0.122. Therefore, it can be said that H1 is accepted and shows that if the leadership style increases, employee performance also increases, and vice versa if the leadership style decreases, employee performance also decreases.

## 2. Effect of Organizational Culture on Employee Performance

Based on the results of quantitative analysis which shows t count of 3.388, exceeding t table of 1.978, with a significance level of 0.001 which is lower than the significance level of 0.05, and the results of regression analysis obtained a regression coefficient value of organizational culture of 0.475. This can be said that if the organizational culture increases by 1, it will affect employee performance by 0.475

Therefore, it can be said that H2 is accepted and shows that if the organizational culture increases, employee performance also increases, and vice versa if the organizational culture decreases, employee performance also decreases.

## 3. The Effect of Work Motivation on Employee Performance

Based on quantitative calculations which show that the t count for work motivation is 3.861, exceeding the t table of 1.978, with a significance level of 0.000, which is smaller than the significance level of 0.05, and the results of regression analysis obtained a work motivation regression coefficient value of 0.494. This can be said that if work motivation increases by 1, it will affect employee performance by 0.494.

Thus, it can be said that H3 is accepted and shows that if work motivation increases, employee performance also increases, and vice versa if work motivation decreases, employee performance also decreases.

## 4. Effect of Leadership Style, Organizational Culture and Work Motivation to Employee Performance

Based on the results of the F test which shows the calculated F value of 32.618, which is higher than the F table of 2.68, with a significance value of 0.000 which is lower than the significance level of 0.05 and the results of the coefficient of determination (R<sup>2</sup>) test show the Adjusted R Square figure of 0.422 or 42.2%, which means that the employee performance variable can be influenced by leadership style, organizational culture and work motivation, the remaining 57.8% is influenced by other variables outside this study. Thus, H4 is accepted, confirming that leadership style, organizational culture, and

work motivation simultaneously have a positive and significant effect on employee performance at PT Mitra Agro Sembada.

## Conclusion

Based on the results of the analysis and discussion that has been carried out, it can be concluded that leadership style, organizational culture, and work motivation have a positive and significant effect on employee performance at PT Mitra Agro Sembada.

## Acknowledgement

Thank you to all those who have helped and made this research easier.

## Conflict of Interest

This research has been given permission by the party concerned so that this research is allowed to be carried out. The party concerned will make this research as an evaluation material in the future.

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