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The Influence of Leadership Style, and Work Culture on Employee Performance Mediated by Motivation at PT Permodalan Nasional Madani Mekaar Region Pati 2

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ABSTRACT

The purpose of this study is to look at how Leadership gaya dan lingkungan kerja mempengaruhi motivasi pekerja. at PNM Mekaar Regional Pati 2. Data was collected through surveys distributed to Mekaar karyawan dan wawancara langsung dengan manajer Mekaar. Hypotheses were tested using partial least squares (PLS) using a sample of 89 people. The study found that leadership style and work culture have a positive impact on job motivation; leadership style and work culture have a positive impact on employee performance, but work culture has little impact on performance. However, leadership style and work culture have a positive impact on employee performance by motivating them; work motivation can moderate the relationship between leadership style and work culture

INTRODUCTION

Culture Influences Employee Performance

It is necessary to use various resources. Human resources (HR) are resources that have a big influence on the company, so management is required to maximize HR functions. Therefore, HR management is needed to obtain quality employees. HR is important because it has a role in synergizing other resources in achieving company goals (Wirawan, 2012). Controlling and organizing human resources cannot be separated from employee factors.

To maintain company continuity, maximum employee performance is required. Employee performance is something vital in a company because it can influence the success and progress of the company. Consistent staff performance will influence the company's development. Employee performance will be directly proportional to the company's business development, so the better the employee's performance, the company's business development will also increase. Because companies should be more concerned about the performance of their employees.

The company will continue to experience development and progress so there will be greater challenges that must be resolved. One of the company's challenges is how the company can maintain and improve the performance of its personnel. This phenomena occurs in a variety of enterprises, including PT. Civil National Capital (PNM). In 2015, PNM underwent a significant transition by implementing a program to develop the economy of low-income households (Mekaaar). Mekaaar is Indonesia's largest group-based funding platform (PNM, 2023). To improve the company's transformation capabilities, it must focus on employee performance.

Menurut hasil penelitian yang dilakukan di PT. PNM Mekaaar Regional Pati 2, ada fenomena pekerja yang tidak optimal. Employee performance adalah hasil yang dihasilkan dan mengacu pada tindakan untuk mencapai pekerjaan (Solekah et al., 2023). The following graph shows the decrease in the number of PNM Mekaaar loans and customer Regional Pati 2 portfolio.

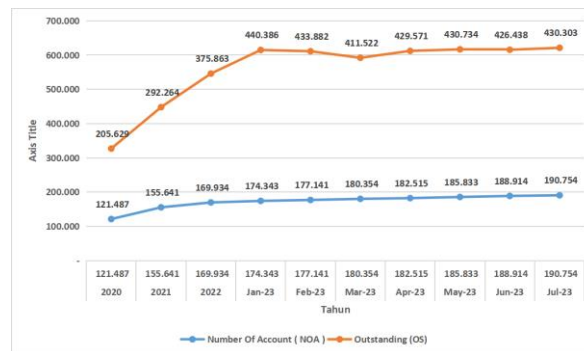


Figure 1. Graph of Decrease in Quantity of PNM Mekaaar Regional Pati 2

Source: HRIS PNM (2023)

In the picture, you can see a decrease in the portfolio quantity of PNM Mekaaar Pati 2. This data shows that there is a void in the business landscape at PNM Mekaaar Regional Pati 2. The drop in portfolio amount in the number of OS becomes an issue in the company's business, and the company must find a solution so that the company's achievements remain consistently good from time to time. The problem addressed in this study is how to

improve employee performance at work. The performance of employees can be influenced by both leadership and work motivation, and work culture (Atijah and Bahri, 2021).

One of the company's solutions is to evaluate the leadership style at PNM Mekaaar. A leader's good attitude is required to establish a comfortable environment and promote staff performance, leading to increased workplace productivity. If a leader's

leadership conduct is consistent with the wishes of employees, it has a positive impact on employee performance (Kamal et al., 2019). Leadership style will influence staff performance. and decisions.

The influence Pawirosumarto et al. (2016), Kamal et al. (2019), Atijah and Bahri (2021), Osman and Hermawati (2022), and Kuspini (2022) have all investigated the effects of leadership style on workers' output and discovered that it has a favorable and substantial effect. Meanwhile, Nugroho (2018) and Yanti et al. (2022) found that employee performance is unaffected by leadership style. This demonstrates that there was a research void in earlier research.

A factor that also influences employee performance is work culture. Work culture is a combination of vision, mission, and company policies. Work culture is closely related to behavior, character, and way of thinking in producing good work productivity (Hasdiah et al., 2018). Work culture regulates all actions, activities, and performance that describe a company. A positive work culture will foster a sense of togetherness and motivate employees to increase their performance and productivity.

Hasdiah et al. (2018), Rijanto and Mukaram (2018), Soomro & Shah (2018), Hadju and Adam (2019), Atijah and Bahri (2021), and Moron et al. (2023) all investigated the impact of work culture on employee performance and found that it had a beneficial effect. However, Kaesang et al. (2021) found that work culture has little impact on the productivity of employees. This demonstrates that there's a research deficit. in previous research.

Apart from Leadership style, work culture, and work motivation are all intimately tied to employee performance. Work motivation is critical for firms to drive employees to do their jobs effectively and achieve the desired results. Work motivation will inspire employees to attain their objectives. If the firm's motivation improves, it will increase passion for developing together and remaining loyal to the organization (Maharani et al. 2023).

Nugroho (2018), Hasdiah (2018), Kaesang et al. (2021), Atijah and Bahri (2021), Osman and

Hermawati (2022), and Kuspini (2022) have all conducted research on the correlation between worker motivation at work and output, and their results indicate a favorable correlation. Nonetheless, research by Hidayat (2021), Maharani et al. (2023), and Inaray et al. (2016) suggests that employee performance is unaffected by work motivation.

Leadership style is also a factor related to work motivation. Leadership style can be applied by a leader to motivate employees to improve employee performance (Elina et al., 2021). If the relationship between leaders and employees, which is formed based on the leadership's motivation, can be established well, it will make it easier to achieve company goals (Kurniasari and Novita, 2023).

There has also been A large body of research on the relationship between leadership style and work motivation, including studies by According to Wowor et al. (2019), Jannah et al. (2021), Mendrofa et al. (2021), Irul (2022), and Budi and Jahja (2023), a leader's style has a major and beneficial impact on employees' motivation at work. This, however, runs counter to the results of Amalia et al. (2016), who discovered that work motivation is not positively impacted by leadership style.

In addition, labor Given that culture has an impact on the work environment, it is essential to employee motivation. When there is a positive work culture that encourages and values employees, helps them grow and develop, and creates a reliable and psychologically secure environment, employees are more likely to stay engaged. A positive work culture reduces employee stress (Firanti et al., 2021).

Many studies, including those conducted by Pralitasari et al. (2018), Yunita and Hidayat (2020), Firanti et al. (2021), Naibaho and Wijono (2022), and Rizky (2022), have demonstrated that company culture significantly and favorably affects employee motivation. However, this contradicts study by Renah and Setyadi (2014) and Reginald and Andani (2022), which found that work culture had no positive effect on job motivation.

Work motivation functions as a mediating or intervening variable in this study between employee performance, work culture, and leadership style.

Employee motivation has an indirect impact on changes in work culture and leadership style that affect employee performance variables.

Research related to work motivation The Using job motivation as an intervening variable, research by Hamzah (2014), Purba and Ngatno (2016), Saputro and Siagian (2017), and Ragita (2022) shows that leadership style significantly affects employee performance. This is in contrast to the findings of Fitri et al. (2023), who found that when work motivation is taken into account as an intervening variable, leadership style has no discernible impact on performance.

Meanwhile, Ashari (2019), Ayyubi (2019), Lasarudin et al. (2021), and Dewi and Kustini (2022) found that the effect of workplace culture on worker performance may be mitigated by work motivation. This, however, is not the case for studies by Haqq (2016) and Shodikin (2018), who contend that employee performance is not impacted by work culture in terms of motivation.

Researchers want to determine "The influence of leadership style and work culture on employee performance through work motivation at PNM Mekaar Regional Pati 2" based on the description of previous study findings with inconsistent results (research gap) and the problems stated above.

METHODS

This research employs a quantitative research design. This study will examine the impact of leadership style (X1) and work culture (X2) on employee performance (Y) using work motivation (Z) as a link between the independent and dependent variables. The data collection strategy involved administering a questionnaire to 89 Mekaar employees and conducting direct interviews with Mekaar Managers. The questionnaire was administered by delivering a Google Form link to research respondents. Meanwhile, interviews were

carried out using an interview technique as a reference for research topics.

This study employs the Structural Equation Model (SEM) data analysis model using Smartpls software. In statistics, there are two SEM approaches: covariance-based and variance-based. Partial Least Square (PLS) is a variance-based analysis method. The PLS-SEM method can map the relationships between independent variables into a structural model and classify them into exogenous and endogenous variables (Budhiasa, 2016).

RESULTS AND DISCUSSION

The data analysis technique using the PLS method is explained in two stages, namely outer model analysis and inner model analysis. The outer model analysis consists of reliability tests and validity tests. Meanwhile, the inner model analysis consists of the R-square test on endogenous constructs, the f-square test (effect size), and the Q-square test (prediction relevance).

1. Outer Model Analysis

a. Convergent Validity

This research employs a quantitative research design. This study will examine the impact of leadership style (X1) and work culture (X2) on employee performance (Y) using work motivation (Z) as a link between the independent and dependent variables. The data collection strategy involved administering a questionnaire to 89 Mekaar employees and conducting direct interviews with Mekaar Managers. The questionnaire was administered by delivering a Google Form link to research respondents. Meanwhile, interviews were carried out using an interview technique as a reference for research topics.

This study employs the Structural Equation Model (SEM) data analysis model using Smartpls software. In statistics, there are two SEM approaches: covariance-based and variance-based. Partial Least Square.

Table 1. Outer Loading Results

Variable	Indicator	Outer Loading
Leadership Style (X1)	X1_1	0,881
	X1_2	0,895
	X1_3	0,861
	X1_4	0,903
	X1_5	0,869
Work Culture (X2)	X2_1	0,917
	X2_2	0,860
	X2_3	0,893
	X2_4	0,904
	X2_5	0,903
	X2_6	0,918
Motivation (Z)	Z_1	0,898
	Z_2	0,890
	Z_3	0,910
	Z_4	0,932
	Z_5	0,891
	Z_6	0,916
Performance (Y)	Y_1	0,844
	Y_2	0,840
	Y_3	0,841
	Y_4	0,876
	Y_5	0,887
	Y_6	0,871
	Y_7	0,831

Table 1 shows Each variable indicator has an outside loading value greater than 0.7. The conclusion is that the instruments utilized in this study are valid. and reliable.

b. Discriminant validity

Discriminant validity is determined by comparing the AVE value to the correlation between other constructs and the model. If the \sqrt{AVE} value exceeds 0.5, discriminant validity is achieved. The following are the \sqrt{AVE} values for each variable.

Table 2. AVE Value

Variable	Average Variance Extracted (AVE)	\sqrt{AVE}
Leadership Style (X1)	0,809	0,899
Work Culture (X2)	0,778	0,882
Motivation (Z)	0,733	0,856
Performance (Y)	0,822	0,907

Table 2 shows the AVE value for each hidden variable with a value greater than 0.50. As a result, we can conclude that the measurement model has discriminant validity. In addition, discriminant validity can be assessed using Fornell Larcker's

criterion measures using constructs. If the construct correlation for each indication is higher than for the other constructs, the latent construct can predict the indicator more accurately.

Table 3. Fornell Larcker Criteria

	Budaya Kerja (X2)	Gaya Kepemimpinan (X1)	Kinerja (Y)	Motivasi (Z)
Budaya Kerja (X2)	1,000			
Gaya Kepemimpinan (X1)	0,519	1,000		
Kinerja (Y)	0,616	0,770	1,000	
Motivasi (Z)	0,616	0,698	0,826	1,000

Table 3 demonstrates that each variable has the highest loading factor value for the latent construct examined when compared to other latent constructs. As a result, each indication is able to accurately predict each latent component. Based on Tables 2 and 3, it is demonstrated that all constructs satisfy the discriminant validity criterion.

c. Composite Reliability

After determining construct validity, the next step is to examine construct reliability using composite reliability (CR). Hair et al. (2014) said that the composite reliability coefficient must be greater than zero.7. The following is a table of composite reliability coefficients for each variable.

Table 4. Composite Reliability

Variable	Composite Reliability
Leadership Style (X1)	0,946
Work Culture (X2)	0,962
Motivation (Z)	0,965
Performance (Y)	0,950

Table 4 shows that the composite reliability coefficients for all variables are more than 0.7. This demonstrates that each variable passed the composite reliability test, allowing us to conclude that all variables are highly reliable. d. Cronbach alpha

The reliability test is strengthened by examining each variable's Cronbach alpha coefficient. The Cronbach alpha coefficients for each variable are presented in the table below.

Table 5. Cronbach Alpha

Variable	Cronbach Alpha
Leadership Style (X1)	0,928
Work Culture (X2)	0,953
Motivation (Z)	0,957
Performance (Y)	0,939

Table 5 shows that the Cronbach alpha coefficients for all variables are more than 0.7. So we can conclude that each variable has satisfied the

Cronbach alpha. test, thus all research variables have high reliability.

2. Inner Model Analysis

After analyzing the model, each concept is deemed to have passed the standards of the convergent validity, discriminant validity, composite reliability, and Cronbach alpha tests. The structural model is then evaluated using the R-square, f-square, and Q-square tests. Model fit testing determines whether a model fits the data.

a. R-square test

R-square is only present in endogenous latent variables that are affected by other latent variables. This study includes two endogenous latent variables: motivation (Z) and performance (Y). There are three R-square measurement criteria: 0.67 or high, 0.33 or moderate, and 0.19 or low (Herfiyanto et al. 2018). The following table displays the findings of the research's R-squared test.

Table 6. Mark R-Square

Variable	R-Square	R-Square Adjusted
Motivation (Z)	0,576	0,567
Performance (Y)	0,764	0,756

The R-square value of 0.576, or 57.6%, indicates that the motivation variable is explained by the leadership style and work culture variables. The remaining 42.4% is explained by variables beyond the model. Meanwhile, the performance variable has an R-square value of 0.764, or 76.4%, which can be explained by the variables leadership style, work culture, and motivation. The remaining 23.6% is explained by variables not included in the model. The R-square value for the performance variable is considered high, whilst the motivation variable is

considered moderate. This suggests that performance variables have a significant impact on leadership style, workplace culture, and motivational variables.

b. F-square test

The f-squared measure is used to determine the relative impact of an independent variable on the dependent variable. An f-square value of 0.02 has a small influence, 0.15 has a medium effect, and 0.35 has a significant effect. (Herfiyanto et al., 2018). The following is a table of f-square values in this research.

Table 7. F-Square Value

Variabel	Gaya Kepemimpinan (X1)	Budaya Kerja (X2)	Motivasi (Z)	Kinerja (Y)
Gaya Kepemimpinan (X1)			0,463	0,268
Budaya Kerja (X2)			0,209	0,038
Motivasi (Z)				0,453
Kinerja (Y)				

The f-squared measure is used to determine the relative impact of an independent variable on the dependent variable. An f-square value of 0.02 has a small influence, 0.15 has a medium effect, and 0.35 has a significant effect is 0.038 (small). And the influence of motivation (Z) on performance (Y) is 0.453 (large).

c. Q-square test

Q-square or predictive relevance which functions to validate the model. The blindfolding calculation results in the create cross-validated redundancy section show Q-squared. A Q-square value greater than zero implies that the model has predictive power (Herfiyanto et al., 2018). The results of these calculations can be found in the table below.

Table 8. Q-Square Value

Variable	S	SSE	Q ² (1-SSE/SSO)
Leadership Style (X1)	470,000	470,000	
Work Culture (X2)	564,000	564,000	
Motivation (Z)	564,000	302,353	0,464
Performance (Y)	658,000	299,111	0,545

Based on the calculation findings in the table, the Q-square value is greater than zero, indicating that the observed values were well rebuilt and had predictive relevance.

Hypothesis Testing

The Smart PLS approach is used for hypothesis testing, which involves a bootstrapping process to determine the relationship between the influence of exogenous variables and endogenous variables.

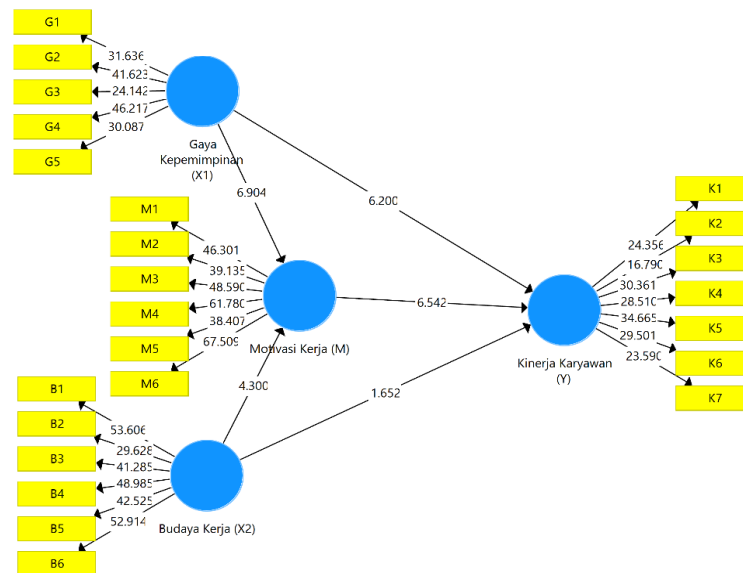


Figure 3. SmartPLS Test Results

From the Figure 3 depicts the findings of the research hypothesis testing model utilizing SmartPLS 6.0, which show the direct and indirect influence of the variables' relationships. The results

of assessing the direct influence of the relationship between variables with SmartPLS 6.0 are shown in the table below.

Table 9. Test of Direct Influence Between Variables

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	t-stat (O/STDEV)	p-value
X1 -> Z	0,518	0,521	0,075	6,904	0,000
X2 -> Z	0,348	0,345	0,081	4,300	0,000
X1 -> Y	0,356	0,354	0,057	6,200	0,000
X2 -> Y	0,122	0,132	0,074	1,652	0,102
Z -> Y	0,502	0,493	0,077	6,542	0,000

Based on the output results in Figure 3 and Table 9, the following conclusions are obtained.

1. X1 to Z (Leadership Style to Motivation)

Leadership style has a significant impact on motivation, with t-statistic $6.904 > t\text{-table}$ (1.988) and p-value $0.000 < 0.05$. The original sample value is positive at 0.518. Thus, the hypothesis (H1) of this study is accepted. This indicates that leadership style has a favorable and considerable impact on motivation. This study's findings are supported by Wowor et al. (2019); Jannah et al. (2021); Mendrofa et al. (2021); Irul (2022) and Budi and Jahja (2023).

The findings of this study were enriched by interviews with the Supporting Manager, who is in charge of HR personnel at Mekaar Regional Pati 2. Employees want a CEO that embraces all employees and provides complete support in all jobs, according to information gathered. As a result, if leaders succeed in effectively controlling workplace environment, employee work motivation will grow.

2. X2 to Z (Work Culture to Motivation)

Work culture has a significant impact on motivation, with t-statistic $4.300 > t\text{-table}$ (1.988), p-value $0.000 < 0.05$, and an original sample value of positive 0.348. Thus, the hypothesis (H2) in this investigation has been accepted. This indicates that work culture has a favorable and considerable impact on motivation. The findings of this study are supported by Pranitasari et al. (2018), Yunita and Hidayat (2020), Firanti et al. (2021), Naibaho and Wijono (2022), and Rizky (2022).

The findings of this study were enriched by interviews with the Support Manager, who is in charge of HR personnel at Mekaar Regional Pati 2. Employees at PNM ULamm believed that the work culture was adequate in terms of valuing each of their job results. It may be stated that the more pleasant and better the company's work culture, the higher the work morale and motivation of its employees.

3. X1 to Y (Leadership Style to Performance)

Leadership style has a significant impact on performance (t-statistic $6.200 > t\text{-table}$ (1.988), p-value $0.000 < 0.05$, and an original sample value of 0.356 (positive). Thus, the hypothesis (H3) of this study is accepted. This indicates that leadership style

has a favorable and significant impact on performance. The findings of this study are supported by Pawirosumarto et al. (2016), Kamal et al. (2019), Atijah and Bahri (2021), Osman and Hermawati (2022), and Kuspini (2022).

The findings of this study are supported by interviews with Mekaar's Regional Manager, who is in charge of the company's commercial achievements. According to information gathered, the leadership at Mekaar Regional Pati 2 was found capable of guiding and directing staff in dealing with challenges relating to the targets set by the company. Employees are also rewarded for meeting each target. This demonstrates that any leader who can use a good leadership style to guide staff will boost employee performance. the company's business performance.

1. X2 to Y (Work Culture to Performance)

Work culture has a positive influence on performance (t-statistic $1.652 < t\text{-table}$ (1.988) and p-value $0.102 > 0.05$), with an original sample value of 0.122. Thus, the hypothesis (H4) in this study is rejected. This indicates that work culture has a positive but insignificant impact on performance.

The findings of this study vary from those of Hasdiah et al. (2018), Rijanto and Mukaram (2018), Soomro and Shah (2018), Hadju and Adam (2019), Atijah and Bahri (2021), and Moron et al. (2023), who concluded that work culture had a considerable favorable effect on employee performance. However, this study aligns with Kaesang et al.'s (2021) findings, which claim that work culture has little affect on employee performance. changes in this research are caused by changes in the Number of samples and sample space. It is preferable to do research with a wider number of samples and not just in one place.

The findings of this study are also supported by interviews with the Mekaar Regional Manager, who assists Mekaar staff with any work problems. Employees cannot implement a work culture that includes delays, subpar customer service, and a lack of professionalism. Furthermore, the organization will create a more positive work environment so that

employees are inspired and eager to improve themselves and contribute to the company.

2. Z to Y (Motivation to Performance)

Motivation has a significant effect on performance (t-statistic 6.542 > t-table (1.988), p-value 0.000 < 0.05, and an initial sample value of positive 0.502. Thus, the hypothesis (H5) of this study is accepted. This indicates that motivation has a favorable and considerable impact on employee performance. The findings of this study are supported by Nugroho (2018), Hasdiah (2018), Kaesang et al. (2021), Atijah and Bahri (2021), Kuspini (2022), and Osman and Hermawati (2022).

The findings of this study are supported by interviews with Mekaar's Regional Manager, who is in charge of the company's commercial achievements. According to the information gathered, employees require incentive for physical needs such as salaries and perks. This is necessary for the well-being of employees. Aside from that, employees Giving prizes, bonuses, and appreciation will boost their motivation to meet company goals.

Meanwhile, the findings from the hypothesis of an indirect influence mediating variable are as follows.

Table 10. Indirect Influence Test Between Variables

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	t-stat (O/STDEV)	p-value
X1 -> Z -> Y	0,260	0,257	0,057	4,543	0,000
X2 -> Z -> Y	0,175	0,170	0,048	3,650	0,000

Based on the output results in the table, the following conclusions are drawn regarding the The indirect influence of The indirect influence of variables.

1. Leadership Style on Performance Through Motivational Mediation

The influence of leadership style on performance with the mediation of motivation variables obtained t-statistics 4.543 > t-table (1.988), p-value 0.000 < 0.05, and the original sample value was positive 0.260. Thus, the hypothesis (H6) of this study is accepted. This implies that leadership style has a favorable and considerable impact on staff performance via job motivation. The findings of this study are reinforced by studies conducted by Hamzah (2014), Purba and Ngatno (2016), Saputro and Siagian (2017), and Ragita (2022).

Interviews with the Supporting Manager in charge of Mekaar's human resources strengthened the findings of this study. Information was obtained that the attitude and way leaders control and manage employees greatly influence employee performance. Leaders who are loyal and always support employees will make employees feel reluctant if their performance results decline. This will be achieved if

the leader can provide positive motivation and encouragement to employees.

This remark was also supported by the findings of interviews with the Mekaar Regional Manager who followed personnel in the field.. Information was obtained that employees feel comfortable with leaders who are willing to accept employee input and ideas. The comfort in the work environment that leaders can create can increase their work motivation and make employees more enthusiastic about achieving work targets.

2. Work Culture on Performance Through Motivational Mediation

The study found a t-statistic of 3.650 > t-table (1.988) and a p-value of 0.000 < 0.05. The initial sample value was positive 0.175. Thus, the hypothesis (H7) of this study is accepted. This suggests that work culture has a favorable and significant impact on employee performance via job motivation. This study's findings are backed by studies by Ashari (2019), Ayyubi (2019), Lasarudin et al. (2021), and Dewi and Kustini (2022).

The findings of this study were enriched by interviews with the Supporting Manager in charge of Mekaar's human resources. PNM, a state-owned

corporation, has established an AKHLAK (trustworthy, competent, harmonious, loyal, adaptive) work culture. collaborative). The more employees who implement a good work culture will improve and even increase the company's business performance. On the other hand, work motivation is very important in increasing employee enthusiasm in implementing the company's work culture.

This opinion is supported by a statement made by the Mekaar Business Manager, who is responsible for the Mekaar business. Employee performance can be improved by forming a strong work culture. achieved if there is encouragement and motivation from the leadership and the company.

CONCLUSION

Based on the results of data analysis carried out in this research concerning the influence of leadership style and work culture on employee performance through work motivation., it can be concluded as follows:

- a. Leadership style positively impacts work motivation at PNM Mekaar Regional Pati 2.
- b. At PNM Mekaar Regional Pati 2, work culture has a strong beneficial impact on employee motivation.
- c. Leadership style has a good and significant impact on staff performance at PNM Mekaar Regional Pati 2.
- d. Employee performance at PNM Mekaar Regional Pati 2 is positively and significantly influenced by the work culture.
- e. Work motivation improves staff performance at PNM Mekaar Regional Pati 2.
- f. Leadership style has a good and significant impact on staff performance at PNM Mekaar Regional Pati 2.
- g. Work culture has a favorable and significant impact on employee performance at PNM Mekaar Regional Pati 2.

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