

The Influence of Organizational Culture, Leadership Style, and Work Discipline on Employee Performance at PT. Demosta

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ABSTRACT

This study looks at how work discipline, leadership style, and organizational culture affect both group and individual employee performance at PT. Demosta Berjaya. 35 respondents were chosen using a non-probability sampling technique called saturation sampling as part of a quantitative research strategy. Validity and reliability tests, together with traditional assumption testing, were used to assess the data. The hypotheses were evaluated using t-tests, F-tests, multiple linear regression analysis, and determination coefficient analysis. The findings demonstrate that corporate culture, leadership style, and work discipline all have a simultaneous, positive, and considerable impact on employee performance. Additionally, it was discovered that each of these factors alone had a favorable and considerable impact on PT. Demosta Berjaya employees' performance. These findings demonstrate the vital significance that sustainable and successful human resource management techniques play.

INTRODUCTION

In the increasingly competitive and uncertain dynamics of global business, organizational performance is a key indicator in assessing a company's success in maintaining business sustainability and competitive advantage. This success is largely determined by employee performance, a key element in achieving organizational goals. Employee performance is not formed in isolation but is influenced by various behavioral and structural organizational factors, including organizational culture, leadership style, and work discipline. Recent management literature confirms that these three factors play a strategic role in shaping employee attitudes, motivation, and work behavior, which directly impact organizational effectiveness (Robbins & Judge, 2023).

The culture of an organization can be defined as a set of common standards, values, and convictions that govern how members of a company should behave. A strong and change-responsive culture has been shown to increase employee engagement, strengthen organizational commitment, and drive improved performance at both the individual and team levels (Schein & Schein, 2021). Therefore, organizational culture serves not only as a collective identity but also as a mechanism for guiding and controlling employee work behavior.

Besides organizational culture, leadership style is a crucial determinant of employee performance. Leaders act as direction-setters, motivators, and change agents, shaping the work climate and influencing employee discipline and engagement. According to numerous international research, employee performance, job happiness, and organizational commitment are positively and significantly correlated with transformational and participative leadership styles (Northouse, 2022). A workplace that fosters employee competency growth and the best possible accomplishment of company objectives is produced by effective leadership.

Work discipline describes the level of employee compliance with the provisions, procedures, and work standards established by the organization. A high level of discipline reflects responsibility and consistency in work behavior, which ultimately contributes to increased operational efficiency and organizational productivity. Empirical findings indicate that work discipline serves as a crucial link between management systems and employee performance, particularly in organizations that demand precision and consistency in work execution (Hasibuan, 2020).

Although numerous studies have addressed The effects of company culture, leadership style, and work discipline on worker performance, most of these studies remain partial and fail to integrate all three variables simultaneously within a comprehensive analytical framework. This limitation is increasingly apparent in the context of medium-sized national companies in developing countries, including Indonesia. Therefore, more contextual empirical research is needed to enrich the development of human resource management science and provide empirical evidence tailored to local organizational characteristics.

Based on the above explanation, the purpose of this study is to investigate experimentally how PT. Demosta Berjaya employees' performance is impacted by organizational culture, leadership style, and work discipline. This study is expected to provide theoretical contributions by strengthening the integrative model in the study of organizational behavior, while also providing practical contributions to management in formulating more effective, structured, and sustainability-oriented human resource management policies.

LITERATURE REVIEW

Employee Performance

According to Hasibuan (2020), Performance is the result of an individual's effort in finishing tasks assigned to them based on their time, ability, experience, and commitment.

According to Mangkunegara (2019), performance indicators can be seen from:

- a. Work Quality refers to employees' perceptions of the standard of work they produce, including the level of task accuracy and completeness in accordance with their skills and capabilities.
- b. Work Quantity relates to the amount of work completed by employees within a given time period, which can be reflected in their daily working hours and individual work speed.
- c. Responsibility is defined as employees' awareness and commitment to fulfilling the tasks and duties assigned by the company.
- d. Cooperation denotes employees' willingness to collaborate with colleagues or staff, both vertically and horizontally, inside and outside the workplace, in order to achieve better work outcomes.
- e. Initiative refers to employees' ability to take action, perform tasks, and resolve work-related problems independently without waiting for instructions from supervisors, as well as demonstrating accountability for their assigned responsibilities.

This description is consistent with the research conducted by Ardiyanto Kusoma Saputro and Muhamad Yamin.

Noch, and Duta Mustajab (2022) The results of the study, "The Influence of Organizational Culture, Leadership Style, and Work Discipline on Performance," show that work discipline, organizational culture, and leadership style all significantly affect employees' performance at the Puncak Jaya Regency Regional Secretariat (SETDA).

Organizational Culture

Organizational culture is a fundamental concept in the study of organizational behavior because it directly relates to the way members think, behave, and act in carrying out work activities.

Robbins and Judge (2023) claim that the shared meanings that members of an organization have that set one organization apart from another constitute its organizational culture. This system of meaning is reflected in dominant values, behavioral norms, and work practices that are mutually understood and

accepted. This view positions organizational culture as both an organization's identity and a mechanism that influences employee attitudes and behaviors at work.

Denison (2023) groups organizational culture indicators into four main dimensions: involvement, consistency, adaptability, and mission. Involvement indicates the level of employee participation and commitment, consistency reflects the alignment of values and internal systems, adaptability describes the organization's ability to respond to change, and mission relates to the clarity of the organization's direction and goals.

This study is in line with Jufrizen's (2020) study, According to "The Influence of Organizational Culture on Employee Performance," employee performance is positively and significantly impacted by organizational culture.

Leadership Style

The term "leadership style" describes a group of traits that leaders employ to sway their followers and accomplish corporate goals. It may also be described as a pattern of actions and tactics that a leader prefers and regularly uses to manage and guide their subordinates' skills.

Northouse (2022) defines leadership style as a pattern of behavior exhibited by a leader in the process of influencing individuals or groups to achieve common goals. This behavioral pattern is reflected in the way leaders make decisions, communicate, and provide direction and support to subordinates. Northouse (2022) also states that indicators of leadership style can be seen in the leader's way of setting vision and goals, their ability to motivate and inspire subordinates, providing support and guidance, and their ability to build trust and teamwork. These indicators demonstrate the extent to which a leader is able to create effective and productive working relationships.

Work Discipline

Work discipline can be understood as an individual's attitude, awareness, and readiness to obey all applicable rules, procedures, and norms within an organization (Daryanto & Suryanto, 2020). Similarly, Sutrisno (2017) explains that work discipline reflects an individual's willingness to comply with and adhere to the prevailing regulatory norms in their environment. Thus, work discipline encompasses not only compliance with formal rules but also reflects an individual's commitment to the organization's values, goals, and responsibilities.

According to Sutrisno (2017), the level of employee discipline within an organization can be assessed through several indicators, including:

- a. Compliance with time regulations, which is reflected in punctuality regarding arrival at work, break times, and departure in accordance with company rules.
- b. Obedience to company regulations, encompassing fundamental rules related to work attire and employee behavior in the workplace.
- c. Adherence to norms and legal provisions, referring to compliance with moral standards and applicable laws.

- d. Compliance with other organizational rules, which include guidelines concerning actions that employees are permitted or prohibited from doing within the company.
- e. Work Targets; the process of setting specific, measurable, and role-oriented goals for employees while at the company.
- f. Work Performance; the work results achieved by an employee are seen from their personal characteristics and perception of their role in the job, or as a form of individual assessment in implementing and improving their work programs.

The results of this study are in line with earlier research by Antika et al. (2021) titled "The Influence of Work Motivation and Work Discipline on Employee Performance at PTPN X Lestari Keirtosono Sugar Factory," which demonstrates that work discipline significantly affects employee performance.

Conceptual Framework

In order to understand the causal linkages between work discipline, business culture, and leadership style as independent variables and employee performance as the dependent variable, PT. Demosta Succeeds devised a study framework. The following theories are developed using this framework as a foundation:

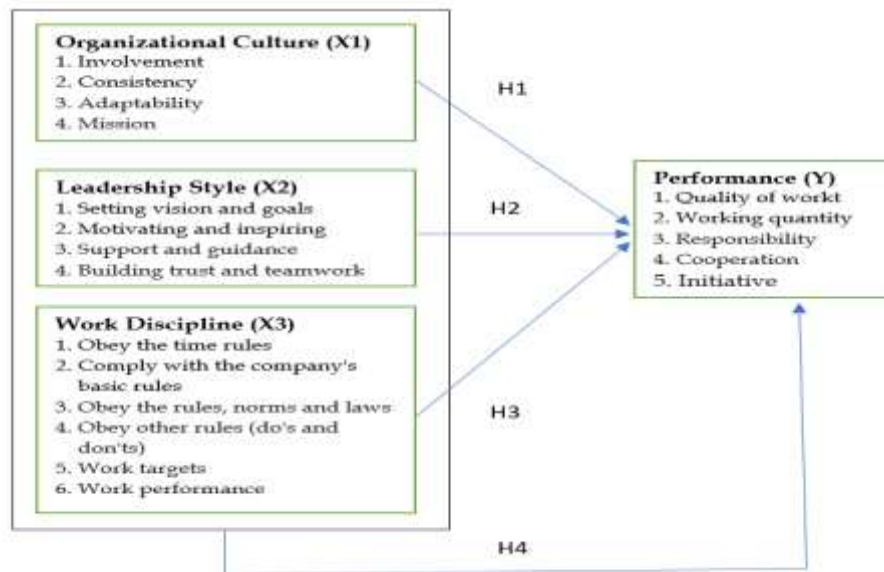
H1: Employee performance at PT. Demosta Succeeds is greatly and favorably impacted by company culture.

H2: Leadership style has a favorable and considerable impact on staff performance at PT. Demosta Succeeds.

H3: Work discipline has a favorable and considerable impact on employee performance at PT. Demosta Succeeds.

H4: Work discipline, corporate culture, and leadership style all have a good and significant impact on employee performance at PT. Demosta Succeeds.

The framework of this research can be described as follows:



METHODOLOGY

This study adopts a survey-based quantitative methodology to investigate how work discipline, organizational culture, and leadership style affect PT. Demosta Berjaya employees' performance. Thirty-five employees made up the study's population. Saturated sampling, a non-probability sampling approach, was used. A five-point Likert scale was used in a closed-ended questionnaire to collect data. Validity and reliability tests were used to evaluate the research tools. Once the data met the requirements of the classical assumptions, such as tests for heteroscedasticity, multicollinearity, and normality, multiple linear regression was used to analyze the data. At a significance level of 0.05, hypothesis testing was done concurrently with the F-test and in part with the t-test. The degree to which the independent variables influence employee performance was assessed using the coefficient of determination (R^2).

RESEARCH RESULT

Data Analysis

Validity Test

Table 1. Questionnaire Validity Test Results

Item	Value.Sig	R. Table	R.Value	Information
X1	0,000	0,338	0,510	Valid
X2	0,000	0,338	0,711	Valid
X3	0,000	0,338	0,682	Valid
X4	0,000	0,338	0,758	Valid

Source: Processed primary data, 2026

Table 1 above shows that the significance value of organizational culture (X1), which contains 4 questions, is less than 0.05, and the calculated r value is

greater than the table r value. This means that all questions used in the organizational culture variable are valid.

Table 2 Questionnaire Validity Test Results Leadership Style

Item	Value.Sig	R. Table	R. Value	Information
X1	0,000	0,338	0,700	Valid
X2	0,000	0,338	0,796	Valid
X3	0,000	0,338	0,795	Valid
X4	0,000	0,338	0,846	Valid

Source: Processed primary data, 2026

Table 2 above shows that the significance value of leadership style (X2) containing 4 questions is less than 0.05 and the calculated r value is greater than the table r. This can be interpreted as meaning that all questions used in the leadership style variable are said to be valid.

Table 3. Questionnaire Validity Test Results Work

Item	Value.Sig	R. Table	R. Count	Information
X1	0,000	0,338	0,848	Valid
X2	0,000	0,338	0,866	Valid
X3	0,000	0,338	0,855	Valid
X4	0,000	0,338	0,860	Valid
X5	0,000	0,338	0,846	Valid
X6	0,000	0,338	0,878	Valid

Source: Processed primary data, 2026

Table 3 above shows that the significance value of work discipline (X3), which contains 6 questions, is less than 0.05, and the calculated r value is greater than the table r value. This means that all questions used in the work discipline variable are valid.

Reliability Test

The results of the reliability test of the research variables can be explained in the following table:

Table 4. Questionnaire Reliability Test

No.	Questioner	Cronbach Aplha	α	Information
1.	Organizational culture (X1)	0,915	0,60	Reliabel
2.	Leadership Style (X2)	0,845	0,60	Reliabel
3.	(Work Discipline X3)	0,880	0,60	Reliabel
4.	Performance (Y)	0,828	0,60	Relaibel

Source: Processed primary data, 2026

The above table, which is based on the survey results from 35 respondents, demonstrates that every item measuring the variables in this study is credible because every Cronbach's Alpha value is greater than 0.60. Furthermore, every component of the variables examined in this study – Organizational Culture (X1), Leadership Style (X2), Work Discipline (X3), and Employee Performance (Y) – is valid and reliable, according to the results of the validity and reliability tests.

Descriptive Analysis Results

Table 5. Results of Descriptive Analysis

No	Variable	Mean	Standard Deviation	Minimum Value	Maximum Value	Amount
1	X1	23,77	2.591	19	28	35
2	X2	17,43	2.279	11	20	35
3	X3	17,20	2.220	15	20	35
4	Y	17,20	2.041	15	20	35

Source: Processed primary data, 2026

According to Table 5, the organizational culture variable (X1) has an average score (mean) of 23.77 with a standard deviation of 2,591, 19 as the lowest value and 28 as the highest. Furthermore, the leadership style variable (X2) has a mean score of 17.43, a standard deviation of 2,279, a minimum value of 11, and a maximum value of 20. Work Discipline (X3) has an average score of 17.20. Furthermore, the performance variable (Y) has a mean score of 17.20, a standard deviation of 2,041, a minimum score of 15, and a maximum score of 20.

Classical Assumption Test

Multicollinearity Test

Table 6. Multicollinearity Test

Coefficients ^a			
Model		Collinierity Statistics	
		Tolerance	VIF
1	(Constan)		
	Organizational Culture (X1)	0,954	1,048
	Leadership Style (X2)	0,980	1,020
	Work Discipline (X3)	0,960	1,042

Source: Processed primary data, 2026

Based on the coefficients table above, it can be explained that the collinearity statistics section shows a VIF figure of less than 10 and/or a tolerance value of more than 0.01, so it can be said that this regression model does not contain multicollinearity so that the regression model in this study can be used.

Normality Test

Table 7. Normality Test Results Kolmogorov-Smirnov Test

		Unstandardized Residual
N		35
Normal Parameters ^{a,b}	Mean	.0000000
	Std Deviation	1.44940345
Most Extreme Differences	Absolute	.134
	Positive	.134
	Negative	-0.92
Test Statistic		.134
Asymp.Sig.(2-tailed)		.111 ^c

Source: Processed primary data, 2026

According to Table 7's results for the Kolmogorov-Smirnov test, the Asymp. Sig. (2-tailed) value is 0.111, which is higher than 0.05. The regression model meets the normality assumption since these findings show that the data are normally distributed.

Figure 1. Heteroscedasticity Test Results

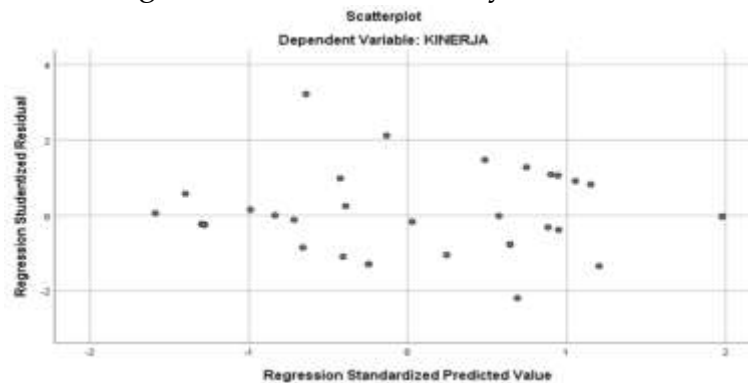


Figure 1 illustrates that the SPSS output lacks a clear pattern, with the data points dispersed both above and below the Y-axis's zero value. This shows that heteroscedasticity is absent, indicating that the regression model is suitable for application.

Multiple Linear Regression Analysis

Table 8. Multiple Linear Regression Analysis

Coefficients ^a				
Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.

		B	Std. Error	Beta		
1	(Constant)	-0,462	3,300	-	-0,140	890
	X1	0,221	0,103	0,281	2,152	0,039
	X2	0,418	0,115	0,467	3,624	0,001
	X3	0,297	0,120	0,323	2,483	0,019

Source: Processed primary data, 2026

Table 8 above can be used to create the following linear regression equation:

Y is equal to $-0,462 + 0,221X1 + 0,418X2 + 0,297X3 + e$

The following is an explanation of the regression equation:

1. Constant (a) = -0,462

The regression equation's constant denotes a set level of worker performance that is unaffected by PT Demosta Berjaya employees' work discipline, leadership style, or organizational culture. A constant number of -0.462 means that employee performance stays at -0.462 as long as organizational culture, leadership style, and work discipline don't change.

2. $b_1 = 0,221$

The regression coefficient indicates that performance is positively impacted by the organizational culture variable (X1). Every unit increase in organizational culture will result in a 0.221 (X1) increase in performance.

3. $b_2 = 0,418$

The regression coefficient indicates that performance is positively impacted by the leadership style variable (X2). For each unit improvement in leadership style, performance will increase by 0.418 (X2).

4. $b_3 = 0,297$

The regression coefficient indicates that performance is positively impacted by the work discipline variable (X3). For each unit improvement in work discipline, performance will increase by 0.297 (X3).

Coefficient of Determination Test (R²)

Table 9. Coefficient of Determination Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.704 ^a	.496	.447	1.518

Source: Processed primary data, 2026

Based on Table 9, the Adjusted R Square value is 0.447. This indicates that 44.7% of the variation in employee performance can be explained by the three independent variables—organizational culture, leadership style, and work discipline—while the remaining 55.3% is influenced by other factors not included in this study.

Hypothesis Testing
Partial t-Test

Table 10. t-Test (Partial)

Coefficients ^a						
Model		Unstandardized		Standardized	t	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	-0,462	3,300	-	-0,140	.890
	X1	0,221	0,103	0,281	2,152	0,039
	X2	0,418	0,115	0,467	3,624	0,001
	X3	0,297	0,120	0,323	2,483	0,019

Source: Processed primary data, 2026

Table 10 above provides an explanation for each independent variable:

1) The Effect of Organizational Culture on Performance

According to the t-test results displayed in Table 10, the computed t-value for the organizational culture variable (X1) is 2.152 with a significant level of 0.039 (< 0.05), which is greater than the t-table value of 2.039. Consequently, H0 is rejected and H1 is accepted. This result demonstrates that organizational culture has a major influence on employee performance at PT. Demosta Berjaya.

2) The Impact of Leadership Style on Performance

The t-test results shown in Table 10 show that the computed t-value for the leadership style variable (X2) is 3.624, which is more than the t-table value of 2.039. At 0.001, the obtained significance level is smaller than 0.05. Therefore, H0 is rejected and H1 is approved, indicating that leadership style has a significant impact on the performance of PT. Demosta Berjaya employees.

F test (simultaneous)

Table 11. F Test (Simultaneous)

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	70.174	3	23.391	10.152	.000 ^b
	Residual	71.426	31	2.304		
	Total	141.600	34			

Source: Processed primary data, 2026

The results of the F-test conducted using SPSS 23.0 are as follows :

Table 11 above shows that the calculated F-value = 10.152 > F-table 3.30 with a significance level of 0.000 < 0.05. This means that the variables of organizational culture, leadership style, and work discipline jointly influence employee performance at PT. Demosta Berjaya.

DISCUSSION

Organizational Culture's Effect on Employee Performance (X1)

The first hypothesis test sought to determine how PT. Demosta Berjaya's organizational culture affected worker performance. The analysis's results show that organizational culture influences performance with a t-value of 2.152, which is greater than the t-table value of 2.039 and a significant criterion of 0.039 (< 0.05). Organizational culture is closely related to how an organization builds commitment to achieving its vision and mission and gaining customer trust. At PT. Demosta Berjaya, organizational culture is reflected in the practice of holding morning briefings before employees begin their work activities. Attention to detail in task execution also emphasizes a strong focus on work outcomes. These findings are consistent with the study conducted by Rizal, Zamzam, and Marnisah (2021), which states that organizational culture affects employee performance.

The Influence of Leadership Style (X2) on Employee Performance (Y)

To determine how much leadership style influences worker performance at PT. Demosta Berjaya, the first hypothesis test was conducted. The computation results show that leadership style significantly affects performance at a significance level of 0.001 (< 0.05), as indicated by a t-value of 3.624, which is greater than the t-table value of 2.039. This study's conclusions show that effective leadership can improve worker performance. Team cohesion can be preserved by encouraging staff to fulfill the company's vision and objective, putting customer pleasure first, and creating clear and well-communicated strategies among staff members. Additionally, enhancing staff competency is influenced by leadership. The outcomes are consistent with study by Agustin (2021), which concludes that leadership style affects performance.

The Influence of Work Discipline (X3) on Employee Performance (Y)

To find out how much work discipline affected employee performance at PT. Demosta Berjaya, the first hypothesis test was carried out. With a t-value of $2.483 > 2.039$ and a significance level of $0.019 < 0.05$, the computation results demonstrated that work discipline had an impact on performance.

The study's findings show that employee performance is greatly impacted by work discipline. Employee performance can therefore be enhanced by work discipline indicators, such as daily attendance, normal working hours, work dress, and regulatory compliance. This relationship implies that higher work discipline leads to better employee performance. Employee attendance is fundamental to measuring discipline, as it is reflected in compliance with company obligations and regulations. These results align with research conducted by Muslimat, Wahid (2021), which suggests that work discipline influences performance.

CONCLUSION AND RECOMMENDATIONS

Based on the research data analyzed using the SPSS 23.0 for Windows tool, the following conclusions regarding the influence of organizational culture, leadership style, and work discipline on employee performance at PT. Demosta Berjaya may be drawn:

1. Employee performance at PT. Demosta Berjaya is impacted by organizational culture, suggesting that a robust organizational culture might improve worker performance.
2. Employee performance at PT. Demosta Berjaya is influenced by leadership style, demonstrating that good leadership practices lead to higher employee performance.
3. Employee performance is impacted by work discipline; in PT. Demosta Berjaya, higher levels of work discipline are associated with improved employee performance.
4. At PT. Demosta Berjaya, employee performance is influenced by workplace culture, leadership style, and work discipline.

ADVANCED RESEARCH

This research was carried out as optimally as possible to obtain good results, however in reality there are still many shortcomings caused by limitations, including:

1. This research was conducted on employees of PT. Demosta Jalan. If this research were conducted again on different subjects, the results of the research would likely be different.
2. Other variables that can affect performance, such as work motivation, self-efficacy, work environment, and others, must be included in future research since the variables examined are still thought to be insufficient to quantify the components that affect performance.

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