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## **Determinants of employee performance with mediation of work discipline at PT. Tangguh Samudera Jaya**

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**Abstract**--The purpose of this study was to determine the influence of leadership style, organizational culture, and individual characteristics on employee performance, mediated by work discipline at PT. Tangguh Samudera Jaya. The sample for this study consisted of all 106 employees of PT. Tangguh Samudera Jaya. The results indicate that leadership style, organizational culture, and individual characteristics have a positive and significant effect on employee performance, with work discipline serving as a mediating variable that strengthens this relationship.

**Keywords**--Leadership Style, Organizational Culture, Individual Characteristics, Employee Performance, Work Discipline

**Introduction**

An organization constantly strives to achieve its objectives, with Human Resources (HR) being a crucial factor. HR serves as the implementer of organizational activities and policies, as well as the primary driver of its operations, from operators to system designers (Aula et al., 2022). As the most important asset, HR needs to be managed effectively to prevent decline in both employee and company performance. Effective HR management, including improving discipline, becomes a strategic step in creating quality human resources and supporting the achievement of organizational goals.

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The success or failure of an organization or company depends on its human resources' ability to perform their duties. One aspect of employees that must be considered is their performance (Forbeshu and Edalmen, 2022). The term "performance" originates from the concept of work kinetic energy, known as "performance" in English. Mangkunegara (2014: 09) offers a more specific perspective, describing performance as an employee's achievement in carrying out tasks that are their responsibility, evaluated both qualitatively and quantitatively. Several factors influence employee performance, such as Leadership Style, Organizational Culture, and Individual Characteristics.

The first factor affecting performance is leadership style. According to Colquitt et al. (2009), leadership is the ability to influence and motivate to achieve organizational goals. This research supports the findings of Rego et al. (2017) and Kahn (2019), which found that leadership positively affects employee performance, though it differs from Forbeshu and Edalmen's (2022) findings stating its influence is not significant.

The second factor is organizational culture, which refers to the pattern of assumptions developed by groups to adapt to challenges. This research aligns with Meitriana & Irwansyah's (2017) findings that organizational culture influences employee performance, although it differs from Mewahaini & Sidharta (2022), who found its influence not significant.

The third factor is individual characteristics, which are unique traits that distinguish each employee, such as attitudes and abilities. This research supports Sabarofek & Sawaki (2018), who state that individual characteristics influence performance, though it differs from Tambingon et al. (2019), who mention its influence is not significant.

Discipline also significantly affects employee performance, where high discipline facilitates the achievement of organizational goals (Amira, 2022).

There exists a research gap regarding the influence of leadership, organizational culture, and individual characteristics on employee performance, with work discipline as a mediating variable. This research at PT. Tangguh Samudera Jaya aims to enrich the literature regarding factors affecting employee performance.

## **Literature Review**

### *Leadership Style*

According to Northouse (2018), leadership style refers to how a leader directs, influences, and controls subordinates to achieve organizational goals. Effective leaders can implement leadership styles that align with both the situation and employee needs. Leadership style has a positive influence on employee performance - the more effective the applied leadership style, the greater the improvement in employee performance within the organization (Wang et al., 2011). According to Hasibuan (2016:170), there are three types of leadership styles: authoritarian, participative, and laissez-faire.

### *Organizational Culture*

Schein (2017) defines organizational culture as a collection of values, norms, and beliefs collectively accepted by all organizational members, serving as behavioral guidelines in the workplace. A strong and positive organizational culture can significantly influence employee performance. Fundamentally, organizational culture has a positive impact on employee performance. According to Robbins (2017), there are six indicators for organizational culture: risk-considering innovation, attention to detail, results orientation, individual and member interest orientation, work aggressiveness, and maintaining work stability.

### *Individual Characteristics*

According to Rahman (2013), individual characteristics encompass motivation, initiative, problem-solving ability, and adaptation to change, which distinguish one person from another and influence their performance. Motivation is an internal drive to achieve goals, such as employees being driven to develop due to recognition. Initiative is the ability to take action without instruction, for example, seeking proactive solutions. Problem-solving ability involves analytical and creative skills to address workplace issues (Yuriah et al., 2024). Meanwhile, adaptation reflects flexibility in responding to environmental changes, such as learning new technologies (Awaliyah & Yuriah, 2024). All these factors are interconnected and have a significant impact on individual performance. Subyantoro (2019) identifies five indicators for individual characteristics: work knowledge, work skills, job satisfaction, job sentiment, and preference for specific ideas.

### *Employee Performance*

According to Marbawi (2018), employee performance is the result of employees fulfilling their roles and responsibilities in creating products or services, or administrative tasks within an organization. Performance plays a vital role in organizational success and operational efficiency (Muthoharoh et al., 2022). Good performance involves dedication, skills, and collaboration. Mangkunegara (2013) states there are eight indicators for individual characteristics: speed, ability, accuracy, work results, work relationships, cohesiveness, creativity, and decision-making capability.

### *Work Discipline*

According to Thompson (2017) & White (2020), discipline refers to an employee's adherence to requirements or regulations established by the institution through methods used in identifying work-related issues. Discipline includes an employee's commitment to following rules, arriving on time, and completing tasks within specified timeframes. According to Singodimedjo in Sutrisno (2019:94), there are four indicators for work discipline: attendance, company rules, company courage in decision-making, and compliance with work standards. Based on the theoretical review above, the relationships between variables in the research model can be illustrated as follows:

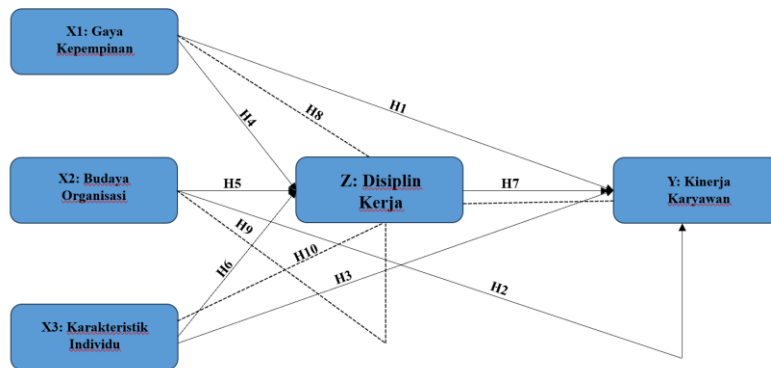


Figure 1. Research Model

Based on the research model above, the hypotheses can be formulated as follows:

H1: Leadership style has an influence on employee performance.

H2: Organizational culture has an influence on employee performance.

H3: Individual characteristics have an influence on employee performance.

H4: Leadership style has an influence on work discipline.

H5: Organizational culture has an influence on work discipline.

H6: Individual characteristics have an influence on work discipline.

H7: Employee discipline has an influence on employee performance.

H8: Work discipline mediates the relationship between leadership style and employee performance.

H9: Work discipline mediates the relationship between organizational culture and employee performance.

H10: Work discipline mediates the relationship between individual characteristics and employee performance.

## Method

This research employs a descriptive method with a quantitative approach. Data was collected through a survey using questionnaires distributed via Google Form. The questionnaire instrument uses a Likert Scale, ranging from "Strongly Disagree" to "Strongly Agree". The research population consists of 106 people, with a non-probability sampling technique using a saturated sampling approach. The collected data was analyzed using SmartPLS 4 program. Data analysis includes validity and reliability testing, as well as inner model testing to analyze relationships and influences between variables. Hypothesis testing was conducted using the bootstrapping method, by examining t-statistic values ( $> 1.96$ ) and p-values ( $< 0.05$ ).

| Variable         | Indicators   | Sources             |
|------------------|--|---------------------|
| Leadership Style | Authority is absolute and centralized in the leader  | Hasibuan (2016:171) |
|                  | Decisions are made by the leader                     |                     |
|                  | Subordinates have no opportunity to give suggestions |                     |

| Variable                   | Indicators  | Sources                            |
|----------------------------|---|------------------------------------|
|                            | More authority is given to subordinates                           |                                    |
|                            | Subordinates make more decisions                                  |                                    |
|                            | Subordinates are free to give suggestions                         |                                    |
|                            | Leader's authority is not absolute                                |                                    |
|                            | Decisions are made together                                       |                                    |
|                            | There are many opportunities for subordinates to give suggestions |                                    |
| Organization Culture       | Innovation considering risks                                      | Robbins (2017)                     |
|                            | Attention to detail   |                                    |
|                            | Results-oriented  |                                    |
|                            | Individual and member-oriented                                    |                                    |
|                            | Aggressive in work  |                                    |
| Individual Characteristics | Maintaining work stability  | Subyantoro (2019:112)              |
|                            | Work knowledge  |                                    |
|                            | Work skills   |                                    |
|                            | Job satisfaction  |                                    |
|                            | Feelings about work   |                                    |
| Employee Performance       | Preference for certain ideas                                      | Mangkunegara (2013)                |
|                            | Speed   |                                    |
|                            | Capability  |                                    |
|                            | Accuracy  |                                    |
|                            | Work results  |                                    |
|                            | Work relationships  |                                    |
| Work Dicipline             | Team cohesion   | Singodimedjo in Sutrisno (2019:94) |
|                            | Decision-making   |                                    |
|                            | Employee creativity capability                                    |                                    |
|                            | Attendance  |                                    |
|                            | Uncertain company rules   |                                    |
|                            | Company courage in decision-making                                |                                    |
|                            | Adherence to work standards                                       |                                    |

## Results and Discussion

According to Sugiyono (2017:363), validity testing is a process to ensure that the data reported by researchers is consistent with the data obtained from research subjects. The Average Variance Extracted (AVE) value is considered to meet the minimum requirements when its value is greater than 0.5 (>0.5), while if in the outer loading there are numbers below/less than 0.7 and above 0.4, then these indicators are still allowed to be used and the AVE value is more than >0.5, so these variables can be declared valid. Conversely, if the value is below 0.4, then these indicators must be removed (Hair et al., 2021).

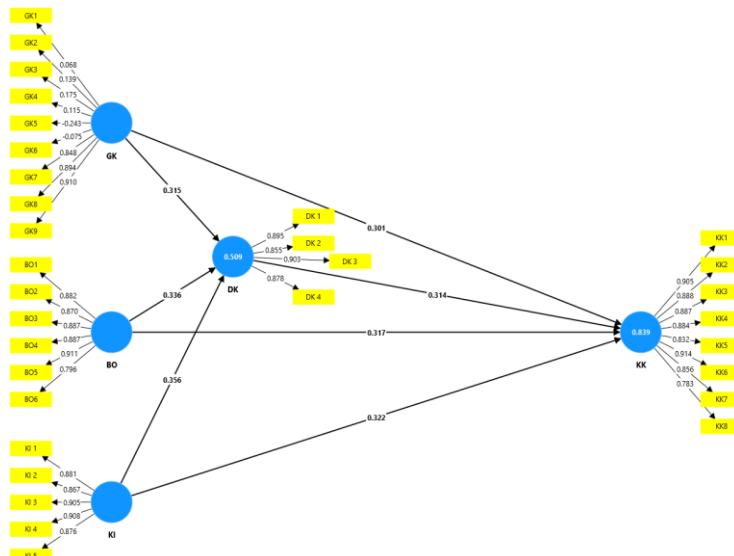


Figure 2. Research Model Before Validity Testing

Looking at the figure above, there are 5 indicators that do not meet the predetermined criteria, namely GK 1 (0.068), GK 2 (0.139), GK 3 (0.175), GK 4 (0.115), GK 5 (-0.243), and GK6 (-0.075). Therefore, these five indicators will be deleted.

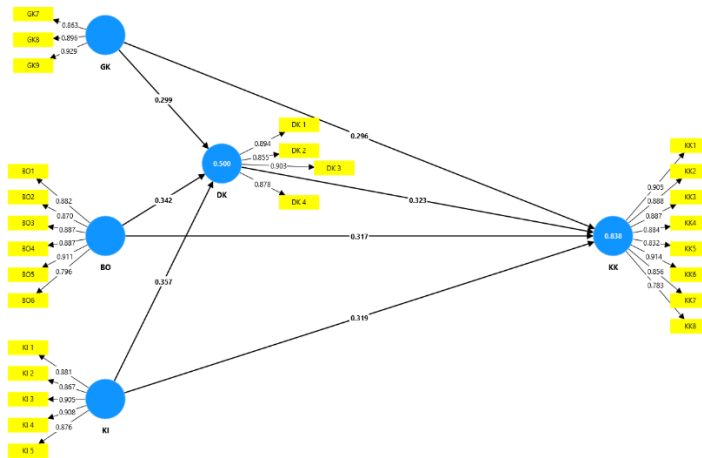


Figure 3. Research Model After Elimination

Results of Average Variance Extracted (AVE) Test

Table 1. Average Variance Extracted (AVE) Results

| Variable         | Average Variance Extracted (AVE) |
|------------------|----------------------------------|
| Leadership Style | 0.804                            |
| Organization     | 0,762                            |

| Variable                   | Average Variance Extracted (AVE) |
|----------------------------|----------------------------------|
| Culture                    |                                  |
| Individual Characteristics | 0,788                            |
| Employee Performance       | 0,756                            |
| Work Discipline            | 0,779                            |

### Reliability Test Results

According to Ghozali (2016), a Cronbach's Alpha value  $> 0.6$  is considered reliable, while a Cronbach's Alpha value  $< 0.6$  is considered unreliable.

Table 2. Reliability Test Result

|                            | Cronbach' Alpha | rho_a | Composite Reliability |
|----------------------------|-----------------|-------|-----------------------|
| Leadership Style           | 0,878           | 0,901 | 0,925                 |
| Organization Culture       | 0,937           | 0,942 | 0,950                 |
| Individual Characteristics | 0,933           | 0,935 | 0,949                 |
| Employee Performance       | 0,954           | 0,956 | 0,961                 |
| Work Discipline            | 0,905           | 0,907 | 0,934                 |

### Coefficient of Determination Test Results

The coefficient of determination ( $R^2$ ) indicates that the influence of exogenous latent variables on endogenous latent variables is quite significant. The  $R^2$  value is categorized into three levels:  $R^2$  of 0.75 is considered strong,  $R^2$  of 0.50 is considered moderate, and  $R^2$  of 0.25 is considered weak (Ghozali, 2016)

Table 1. Coefficient of Determination Test Results ( $R^2$ )

| Variabel             | R Square | R-Square Adjusted |
|----------------------|----------|-------------------|
| Employee Performance | 0,500    | 0,485             |
| Work Discipline      | 0,838    | 0,831             |

Based on the coefficient of determination ( $R^2$ ) test results obtained from the research construct values, the findings are as follows:

1. The variables of leadership style, organizational culture, and individual characteristics contribute 0.500 or 50% to the work discipline variable. The remaining 50% represents contributions from other factors not included in this research.
2. The variables of leadership style, organizational culture, and individual characteristics contribute 0.838 or 83.8% to the employee performance variable. The remaining 16.2% represents contributions from other factors not included in this research.

### Hypothesis Test Results

This research employed path coefficient testing and T-tests to examine hypotheses using SmartPLS 4 software. The path coefficient test aims to determine the directional relationship of a hypothesis. The significance level used by the researcher is 0.05 or 5%, meaning that an effect can be considered significant if the p-value is below 0.05. The bootstrapping results are shown in the figure below:

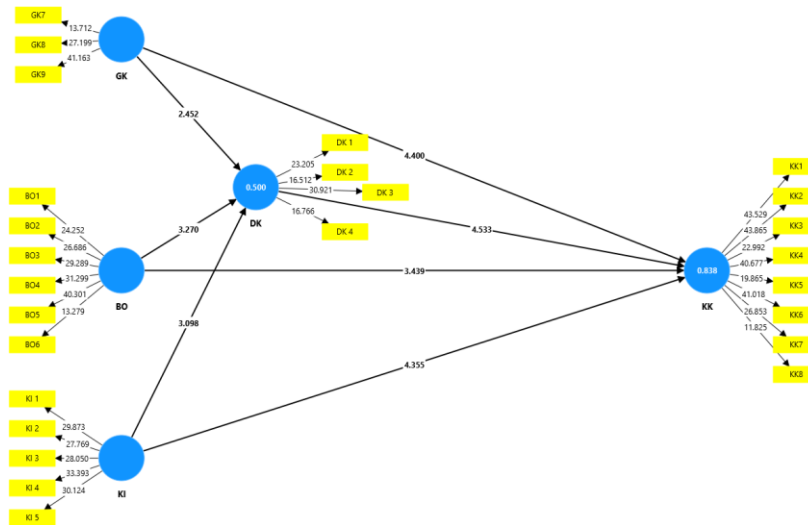


Figure 4. Hypothesis Test Result

Table 3. Bootstrapping Result

|                | <i>Original Sample (O)</i> | <i>Sample Mean (M)</i> | <i>Standard Deviation</i> | <i>T Statistics</i> | <i>P Values</i> |
|----------------|----------------------------|------------------------|---------------------------|---------------------|-----------------|
| LS -> EP       | 0.296                      | 0.295                  | 0.067                     | 4.400               | 0.000           |
| OC -> EP       | 0.317                      | 0.320                  | 0.092                     | 3.439               | 0.001           |
| IC-> EP        | 0.319                      | 0.315                  | 0.073                     | 4.355               | 0.000           |
| LS -> WD       | 0.299                      | 0.295                  | 0.122                     | 2.452               | 0.014           |
| OC -> WD       | 0.342                      | 0.340                  | 0.105                     | 3.270               | 0.001           |
| IC-> WD        | 0.357                      | 0.357                  | 0.115                     | 3.098               | 0.002           |
| WD -> EP       | 0.323                      | 0.319                  | 0.071                     | 4.533               | 0.000           |
| LS -> WD -> EP | 0.096                      | 0.096                  | 0.049                     | 1.976               | 0.048           |
| OC -> WD -> EP | 0.110                      | 0.109                  | 0.043                     | 2.549               | 0.011           |
| IC -> WD -> EP | 0.115                      | 0.113                  | 0.042                     | 2.736               | 0.006           |

Based on the Bootstrapping test results, all variables were accepted and showed significant positive effects. The T-Statistics results for all hypotheses met the required threshold of  $> 1.96$ , with P-Values  $< 0.05$ . These findings align with research by Rego et al. (2017) and Kahn (2019), Meitriana & Irwansyah (2017), Sabarofek & Sawaki (2018), and Amira (2022), which also found positive and

significant effects. However, this research contrasts with the findings of Forbeshu and Edalmen (2022), Mewahaini & Sidharta (2022), and Tambingon et al. (2019).

## **Conclusion**

Leadership style, organizational culture, and individual characteristics each have a positive and significant impact on employee performance, with all three factors directly influencing work discipline levels. Work discipline, in turn, has a positive and significant effect on employee performance. Additionally, work discipline mediates the relationships between leadership style and employee performance, organizational culture and employee performance, and individual characteristics and employee performance, indicating that improvements in work discipline can strengthen the positive impact of these factors on employee performance.

To enhance employee performance, the company should maintain the Laissez-Faire leadership style, which provides freedom while maintaining guidance from leadership. The relationship between leaders and subordinates should also be maintained to ensure effective communication. Regarding organizational culture, the company needs to strengthen positive values through regular socialization and periodic evaluations. Employee character development can be enhanced through training programs and characteristic mapping to support appropriate placement and career development. Discipline aspects should be improved through clear reward and punishment systems, along with SOPs, monitoring, and regular evaluations to create a more orderly work environment. Appreciation for disciplined employees can also serve as additional motivation for others. For future researchers, it is recommended to include additional variables that may influence employee performance, such as work environment, work motivation, and employee compensation. Furthermore, future researchers are advised to use interview methods for data collection to reduce respondents' misperception of the research instruments.

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