

**ANALYSIS OF THE INFLUENCE OF LEADERSHIP STYLE, WORK MOTIVATION, ORGANIZATIONAL CULTURE, AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT PT BANK SYARIAH INDONESIA, TBK PEKALONGAN WAHID HASYIM BRANCH OFFICE****INTANIA HAFAZHA FAJRIN<sup>1</sup>, MUHAMMAD ASRORI<sup>2</sup>, NUR MAZIYAH ULYA<sup>3</sup>**

## AFFILIATIONS

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**Abstract:** This study aims to analyze the significance of the influence of leadership style, work motivation, organizational culture, and work discipline on employee performance at PT Bank Syariah Indonesia, Tbk Pekalongan Wahid Hasyim Branch Office either simultaneously or partially. The population in this study were all employees at PT Bank Syariah Indonesia, Tbk Pekalongan Wahid Hasyim Branch Office. The sampling technique used saturated sampling, namely as many as 45 employees. The data used in this study are primary data obtained through distributing questionnaires. The data analysis model uses a multiple linear regression analysis model. While the data analysis technique used the F statistical test, the coefficient of determination ( $R^2$ ), and the t statistical test which were processed using the SPSS 25.00 program. The results of the analysis and discussion show that leadership style, work motivation, organizational culture, and work discipline simultaneously have a significant effect on employee performance at PT Bank Syariah Indonesia, Tbk Pekalongan Wahid Hasyim Branch Office. Partially, work motivation, organizational culture, and work discipline have a positive and significant effect. Meanwhile, leadership style has a negative and insignificant effect on employee performance at PT Bank Syariah Indonesia, Tbk Pekalongan Wahid Hasyim Branch Office.

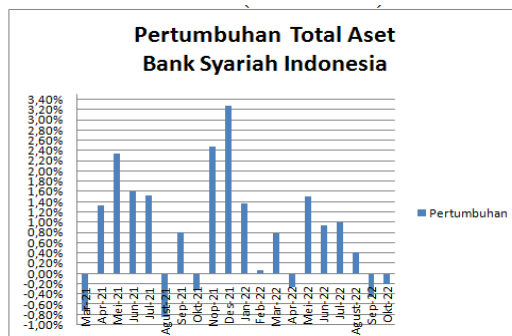
**Keywords:** Employee Performance, Leadership Style, Work Motivation, Organizational Culture, and Work Discipline.

**INTRODUCTION**

Sharia Banking Statistics as of July 2022 can be seen that there are 12 Sharia Commercial Banks and 21 Sharia Business Units. In addition, the growth of Islamic banks according to the OJK report as of March 2022 total BUS and UUS assets was 680.09 trillion, this number experienced an increase of 1.66% compared to the previous month as of April 2022 which amounted to 669.01 trillion. (<https://dataindonesia.id>). This is the role of employees is very important to achieve the goals of a company. As is well known, employees and companies are two parties who need each other because without employees, the company will not run well. Conversely, without a company, employees have no place to work. According to Mangkunegara (2016: 67) employee performance is the work that has been achieved by employees in quality and quantity in carrying out tasks according to the responsibilities given. Performance achievement can be seen from the growth of total assets and Third Party Funds (DPK) in order to see how big the company is to achieve goals that are in accordance with the vision and mission of PT . Indonesian Sharia Bank Tbk. The following is a graph of the growth of total assets and Third Party Funds (DPK) which can be seen in Figure 1 and Figure 2.

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**Figure 1**

**Monthly Total Assets Growth (In Percentage)**

Source : PT Bank Syariah Indonesia Monthly Report 2021 & 2022 (Processed primary data) .



**Figure 1**

**Growth of Monthly Third Party Funds (In Percentage)**

Source : PT Bank Syariah Indonesia Monthly Report 2021 & 2022 ( Processed primary data ) .

Based on Figure 1 and Figure 2, it can be seen that in the monthly period for 2 (two) years from February 2021 to October 2022 there has been a decrease in total assets and third party funds several times, this can reflect the performance of employees which is less than optimal because employees are unable to convince the public to invest in PT Bank Syariah Indonesia, Tbk. If a lot of public funds are collected it can also indicate an increased public trust. Total assets and third party funds are a measure of the success of a company, if the total assets and third party funds increase, it cannot be separated from the performance of the employees in it to achieve company goals.

**RESEARCH PURPOSES**

This aim For analyze And obtain proof empirical about direction And significance influence of leadership style, motivation work, organizational culture and work discipline in a manner simultaneous nor Partial to performance employee PT Bank Indonesian Sharia, Tbk Office Branch Pekalongan Wahid Hasyim .

**LITERATURE REVIEW**

**1. Employee performance**

Employee performance is the process of evaluating how well employees do their jobs when compared to a set of standards, and then communicating this to employees (Mathis & Jackson, 2013:324) . Some of the indicators used in measuring employee performance variables refer to Mathis & Jackson's research (2013: 324), namely output quantity, output quality, output time, attendance rate, work efficiency, and work effectiveness

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## 2. Factors Affecting Employee Performance

According to Moeheriono (2014: 96) suggests that the factors that influence employee performance are expectations regarding rewards, encouragement, abilities, needs, perceptions of tasks, internal rewards, external, perceptions of levels of rewards and job satisfaction.

## 3. Leadership Style

Leadership style is the nature, habits, temperament, character and personality that distinguishes a leader in interacting with others (Kartono, 2008:32) . Several indicators used in measuring leadership style variables refer to Kartono's research (2008:32), namely decision-making ability, motivational ability, communication ability, ability to control subordinates, responsibility, and emotional control.

## 4. Work motivation

Work motivation is the provision of driving force that creates enthusiasm for one's work so that they want to work together, work effectively, and integrate with all their efforts to achieve satisfaction (Hasibuan, 2016:154-155) . Several indicators used in measuring work motivation variables refer to Hasibuan's research (2016: 154-155) namely physical needs, security needs, social needs, need for appreciation, need for encouragement to achieve goals.

## 5. Organizational culture

Organizational culture as a system of values, beliefs or norms that have long been in effect, agreed upon and followed by members of an organization as a guideline for behavior and solving organizational problems (Sutrisno, 2010:13) . Several indicators used in measuring organizational culture variables refer to Sutrisno's research (2010: 13). namely innovation and courage to take risks, attention to detail, result-oriented, human-oriented, group-oriented, aggressiveness, and stability.

## 6. Work Discipline

Work discipline is a person's awareness and willingness to obey all company regulations and applicable social norms (Hasibuan, 2013:194). Several indicators used in measuring work discipline variables refer to Hasibuan's research (2013: 194), namely effective time, job responsibilities and assignments, and attendance

Based on description And explanation in on, so framework thinking in study This can seen on Figure 3 .

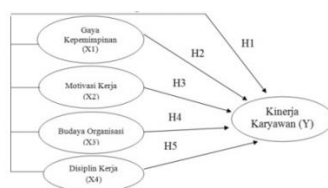


Figure 3  
Research Framework

Framework:Nata & Firdausi (2021), Ningsih et al., (2022), Muna & Isnowati (2022), Jufri & Marimin (2022), Triwandani & Wahyuni (2022), Sopandi (2022), Antika & Dwiridotjahjono (2022), Herwanto & Radiansyah (2022)..

## RESEARCH METHODOLOGY

The research design used in this research is causality quantitative research. The primary data used in this study were obtained from the respondents' answers directly from the questionnaire which was distributed to all employees of PT Bank Syariah Indonesia, Tbk Pekalongan Wahid Hasyim Branch Office. The secondary data used in this study were obtained from research journals, reference books, and the website of Bank Syariah Indonesia.

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Data collection methods used in this study were questionnaires, interviews, and literature study. The population in this study were all employees of PT Bank Syariah Indonesia, Tbk Pekalongan Wahid Hasyim Branch Office. The number of samples in this study were 45 respondents. The sampling technique used in this study is saturated sampling. In this study using multiple linear regression analysis model.

## RESULTS AND ANALYSIS

### 1. Validity and Reliability Test Results

Table 1  
Validity and Reliability Test Results

Variabel	Number of Questions	Value Range		Notes	Statistic test		
		r hitung	r table		Cronbach Alpha	Minimum Standard	Notes
Employee Performance (Y)	11	0.401-0.680	0.294	Valid	0.815	0.70	Reliable
Leadership Style (X1)	11	0.480-0.716	0.294	Valid	0.837	0.70	Reliable
Work Motivation (X2)	11	0.508-0.791	0.294	Valid	0.815	0.70	Reliable
Organizational Culture (X3)	11	0.446-0.759	0.294	Valid	0.882	0.70	Reliable
Work Discipline (X4)	11	0.553-0.798	0.294	Valid	0.749	0.70	Reliable

Source: Processed primary data, 2023.

### 2. Multiple Linear Regression Test Results

Table 2  
Multiple Linear Regression

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Beta		
1	(Constant)	24,681	8,822		2,798	,008
	Total_X1	-,139	,099	-,169	-1,413	,165
	Total_X2	,382	,105	,437	3,649	,001
	Total_X3	,213	,078	,276	2,726	,009
	Total_X4	,297	,075	,445	3,965	,000

a. Dependent Variable: Total\_Y

Source: Processed primary data, 2023.

Based on Table 2, the multiple linear regression equation can be compiled as follows:  
Employee Performance = 24,681 – 0,139 Leadership Style + 0,382 Work Motivation + 0,213 Organizational Culture + 0,297 Work Discipline.

Based on the regression equation above, it can be interpreted as follows:

– Constant = 24,681

A constant of 24,681 indicates that if the independent variables, namely leadership style, work motivation, organizational culture and work discipline are considered constant, then the employee performance variable is worth 24,681.

– Leadership Style Coefficient = - 0,139

The leadership style regression coefficient is -|0,139| shows that every decrease in leadership style by 1 (one) unit, will have an impact on decreasing employee performance at PT Bank Syariah Indonesia, Tbk Pekalongan Wahid Hasyim Branch Office of - |0,139| assuming the other independent variables are held constant.

– Work Motivation Coefficient = 0,382

The regression coefficient of work motivation is 0,382 indicating that every increase in work motivation by 1 (one) unit will have an impact on improving employee performance at PT Bank Syariah Indonesia, Tbk Pekalongan Wahid Hasyim Branch Office of 0,382 assuming the other independent variables are considered constant.

– Organizational Culture Coefficient = 0,213

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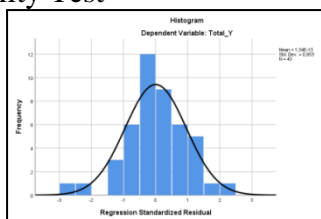
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The organizational culture regression coefficient of 0,213 shows that every 1 (one) unit increase in organizational culture will have an impact on improving employee performance at PT Bank Syariah Indonesia, Tbk Pekalongan Wahid Hasyim Branch Office of 0,213 assuming the other independent variables are considered constant.

- Work Discipline Coefficient = 0,159

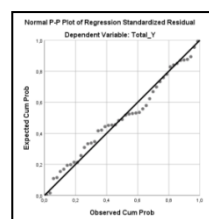
The work discipline regression coefficient of 0,159 shows that every increase in work discipline by 1 (one) unit will have an impact on improving employee performance at PT Bank Syariah Indonesia, Tbk Pekalongan Wahid Hasyim Branch Office of 0,159 assuming the other independent variables are considered constant.

**3. Normality Test**



**Figure 4**  
Histogram Graph

Source: Processed data primary, 2023



**Figure 5**  
Normal Probability Plot Graph

Source: Processed data primary, 2023.

Furthermore, the results of statistical tests using the Kolmogorov-Smirnov test can be seen in Table 3.

**Table 3**  
Kolmogorov-Smirnov Test Results

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residuals
N		45
Normal Parameters <sup>a,b</sup>	Means	,0000000
	std. Deviation	2,52767509
Most Extreme Differences	Absolute	,086
	Positive	,086
	Negative	-,079
Test Statistics		,086
asymp. Sig. (2-tailed)		,200c <sup>,d</sup>

Source: Processed data primary, 2023.

Based on results test statistics One - Sample Kolmogorov - Smirnov on Table 3, seen that mark significance 0,200 more big from 0,05. Matter This show that data in study This distributed normal.

**4. Classic Assumption Test**

- Multicollinearity Test

**Table 4**  
Multicollinearity Test Results

Coefficients <sup>a</sup>		
Model	Collinearity Statistics	
	Tolerance	VIF

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1	(Constant)		
	Total_X1	,537	1,861
	Total_X2	,537	1,863
	Total_X3	,749	1,335
	Total_X4	,612	1,634
a. Dependent Variable: Total_Y			

Source: Processed data primary, 2023.

Based on Table 4 is known that mark tolerance own mark more from 0,10, And mark VIF not enough from 10. With thereby No happen multicollinearity between variable independent in model regression.

– Heteroscedasticity Test

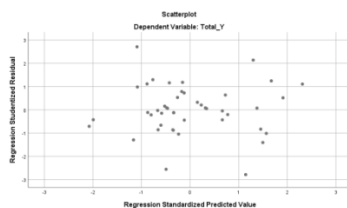


Figure 6  
Scatterplot Graph

Source: Processed data primary, 2023.

Table 5  
Test Park

Coefficients <sup>a</sup>			
Model		t	Sig.
1	(Constant)	-.611	,545
	Total_X1	-.803	,427
	Total_X2	1,079	,287
	Total_X3	1,981	,054
	Total_X4	-1,751	,088
a. Dependent Variable: LN			

Source: Processed data primary, 20223.

Figure 6 shows that in this study there were no symptoms of heteroscedasticity because the points on the scatterplot were scattered randomly above and below the number 0 (zero) on the Y axis. Based on Table 5 it can be seen that the significance value of all independent variables is more than 0,05 so it can be concluded that the regression model does not show symptoms of heteroscedasticity

– Autocorrelation Test

Table 6  
Durbin Watson Test Results

Summary Model <sup>b</sup>					
Model	R	R Square	Adjusted R Square	std. Error of the Estimate	Durbin-Watson
1	,832 <sup>a</sup>	,692	,661	2,651	1,866
a. Predictors: (Constant), Total_X4, Total_X3, Total_X1, Total_X2					
b. Dependent Variable: Total_Y					

Source: Processed data primary, 2023

Based on output model summary on Table 6. show mark DW as big 1,866. Mark This will be compared with mark table, Where amount sample (n) = 45 And amount variable free (k) = 4, so on table Durbin - Watson will obtained mark dU = 1,720 . Thus, it can be seen that the DW value is greater than the upper limit (dU) which is 1,720 and smaller than 4 – 1,720 (4 - du) of 2,280 or in other words 1,720 < 1,866 < 2,280, it can be concluded that there is no autocorrelation in the regression model.

5. F Statistical Test

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**Table 7**  
**F Statistic Test Results**

ANOVA <sup>a</sup>						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	631,678	4	157,919	22,470	,000 <sup>b</sup>
	Residual	281,122	40	7,028		
	Total	912,800	44			
a. Dependent Variable: Total_Y						
b. Predictors: (Constant), Total_X4, Total_X1, Total_X2, Total_X3						

Source: Processed data primary, 2023.

Proof of hypothesis 1 (one) is carried out by the F test. Based on Table 7, it is obtained F count = 22.,470 > F table = 2,61 or significance = 0,000 < 0,05, which means that there is a significant influence between the variables of leadership style, work motivation, culture organization, and work discipline on employee performance.

6. Coefficient Determination Test ( $R^2$ )

**Table 8**  
**Test Results for the Coefficient of Determination ( $R^2$ )**

Summary models				
Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	,832 <sup>a</sup>	,692	,661	2,651
a. Predictors: (Constant), Total_X4, Total_X1, Total_X2, Total_X3				

Source: Processed data primary, 2023.

Based on the test results for the coefficient of determination in Table 8, the Adjusted R Square value is 0,661 or 66,1%. This means that the variables of leadership style, work motivation, organizational culture, and work discipline are able to contribute influence on employee performance by 66,1%. While the remaining 33,9% is influenced by other variables not examined in this study.

7. t Statistical Test

**Table 9**  
**t Statistic Test Results**

Coefficients <sup>a</sup>						
	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Beta		
1	(Constant)	24,681	8,822		2,798	,008
	Total_X1	-,139	,099	-,169	-1,413	,165
	Total_X2	,382	,105	,437	3,649	,001
	Total_X3	,213	,078	,276	2,726	,009
	Total_X4	,159	,055	,293	2,898	,006
a. Dependent Variable: Total_Y						

Source: Processed data primary, 2023.

Based on Table 9, the t count for the leadership style variable is obtained =  $-|1,413| < t$  table = 2,02108 or significance = 0,165 > 0,05, which means that there is no significant effect between leadership style partially on employee performance, the results of t count for work motivation variable = 3,649 > t table = 2,02108 or significance = 0,001 < 0,05 which means that there is a significant influence between work motivation partially on employee performance, the results of t count for organizational culture variable 2,726 > t table = 2,02108 or significance = 0,009 < 0,05 which means that there is a significant influence There is a significant difference between organizational culture partially on employee performance and the resulting t count for the variable work discipline = 2,898 > t table =

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2,02108 or significance = 0,006 <0,05 which means that there is a significant effect between work discipline partially on employee performance.

## **CONCLUSION**

Based on the results of the research that has been done, the following conclusions are obtained: (1) leadership style, work motivation, organizational culture, and discipline work simultaneously has a significant effect on employee performance, (2) leadership style partially has no significant effect on employee performance, (3) work motivation partially has a significant effect on employee performance, (4) culture organization partially has a significant effect on employee performance, (5) discipline work partially has a significant effect on employee performance. Suggestions for further research are to use other variables that are thought to affect employee performance.

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