

Analyzing The Factors Affecting Employee Performance at LKP Bina Teknologi

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Abstract : Employee performance in non-formal education institutions such as LKP Bina Teknologi is a crucial factor in ensuring service quality and organizational sustainability. Unlike formal institutions, non-formal settings operate with flexible structures that require adaptive leadership, a strong organizational culture, and consistent work discipline. This study aims to analyze the influence of leadership style, organizational culture, and work discipline on employee performance. Using a quantitative approach, data were collected from 48 employees through total sampling and processed using path analysis with SPSS 26 to evaluate both direct and indirect effects among variables. The findings reveal that leadership style, organizational culture, and work discipline each have a positive and significant effect on employee performance, both partially and simultaneously. Leadership characterized by inspiration, participation, and accountability enhances employees' motivation and sense of responsibility. Similarly, a strong organizational culture that supports collaboration, innovation, and shared values promotes higher work engagement, while disciplined behavior ensures consistency and reliability in task execution. These results confirm the relevance of the Transformational Leadership Theory and Organizational Behavior Framework in explaining how individual and organizational factors interact to shape performance outcomes. Furthermore, this study extends the theoretical application of transformational leadership into the context of non-formal education, where participative leadership and cohesive cultural values play a vital role in fostering professional growth, innovation, and sustained organizational excellence.

Keywords : Leadership Style; Organizational Culture; Work Discipline; Employee Performance

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1. Introduction

The Bina Teknologi Course and Training Institute (LKP) has an important role as a government partner in educating the nation's life through non-formal education that is relevant to the needs of the community. The success of LKP in achieving these goals is highly dependent on optimal employee performance. Schein (2023), organizational culture functions as a control system that directs employee behavior. A strong culture that is in line with the organization's vision can increase motivation and work productivity. Tsai (2022:54) adds that transformational leadership and innovative culture together drive improved performance through collaboration and creativity. Budihardjo (2021) also emphasized that a culture that supports learning and rewards initiatives has a positive effect on employee performance.

The results of the pre-survey conducted on 15 respondents at the Bina Teknologi LKP showed that all research variables were still in the "Quite Good" category. The employee

performance variable obtained an average score of 3.29, leadership style of 3.37, organizational culture of 3.28, and work discipline of 3.25. The largest percentage of the four variables was in the "Somewhat Agreed" category with a range of 35–42%, which indicates that the implementation of the four aspects is not optimal. This condition reflects that employee performance at LKP Bina Teknologi still needs to be improved through improving leadership style, strengthening organizational culture, and improving work discipline in order to achieve maximum results.

Northouse (2022) defines leadership style as the way a leader influences followers to achieve organizational goals. Robinson (2021) added that the leadership style reflects the character and approach of the leader to his team. Goleman (2020) identifies six leadership styles based on emotional intelligence, namely visionary, coach, affiliate, authoritarian, democratic, and commanding. Yukl (2021) emphasizes that leadership style includes the way leaders make decisions and communicate. According to Siagian (2022) and Emron Edison et al. (2022), leadership style is reflected in the leader's behavior in motivating and managing the team. Meanwhile, Bass and Avolio (2018) highlight transformational styles that are able to drive innovation and provide inspiration. The dimensions of leadership style in this study include the ability to build relationships, the ability to inspire, lead by example, team member involvement, and effective communication (Maxwell, 2022).

Schein (2017) defines organizational culture as a set of basic assumptions developed by the group in the face of external and internal challenges. Morgan (2021) refers to it as a set of values and beliefs that shape the way members of an organization interact with each other and with their environment. Hofstede (2010) views organizational culture as a value system that is learned and becomes a code of behavior in social and organizational contexts. Robbins and Judge (2021) emphasized that organizational culture is a system of values and norms that govern member behavior, and serves as a guideline in decision-making and social interaction. The dimension of organizational culture in this study refers to Schein (2017), namely task-oriented culture, innovation-oriented culture, and people-oriented culture.

Siagian (2022) defines work discipline as a condition where employees obey rules and procedures with full awareness to achieve optimal performance standards. Sedarmayanti (2022) added that discipline reflects the ability to adapt to applicable policies and regulations, in order to maintain order and work efficiency. Robbins and Judge (2021) view discipline as the ability of individuals to act according to organizational rules for a common goal. Mangkunegara (2022) calls it a mental attitude that shows compliance and awareness of work conditions. The dimensions of work discipline used in this study, according to Robbins and Judge (2021), include commitment to organizational goals, adaptability, and effectiveness in tasks.

Mangkunegara (2021) defines employee performance as the result of work, both in quality and quantity, which is achieved according to their responsibilities. Sedarmayanti (2022) emphasized that performance is the result of individual work according to their role to achieve organizational goals. Robbins and Judge (2021) explain that performance is an evaluation of work results based on organizational standards, while Gibson et al. (2023) assess performance from employees' contributions to work efficiency and effectiveness. Edison, Anwar, and Komariyah (2022) define performance as the achievement of individual or group work according to organizational responsibility. Wibowo (2022) added that performance is the result of individual actions that are in line with organizational goals. The dimensions of employee performance in this study refer to Edison, Anwar, and Komariyah (2022), namely achievement, engagement, and communication.

Robbins and Judge (2022) also state that transformational leadership is able to motivate employees to work beyond expectations through inspiration and trust. Furthermore, organizational culture, according to Schein (2023), is a pattern of basic assumptions that helps internal adaptation and integration. Rivai (2023), is an attitude of compliance with organizational rules and work standards. Simamora (2023) added that discipline affects attendance, ethics, and productivity. Research by Supriyadi et al. (2023) and Lee & Kwon (2023) proves that high discipline can improve performance by up to 25-30%. Based on the background of the research, the research formulation is: 1) How is the leadership style, organizational culture, work discipline and employee performance. 2) How much influence leadership style, organizational culture and work discipline partially and simultaneously affect employee performance.

This study contributes uniquely to the understanding of leadership and organizational behavior in non-formal education institutions, which are characterized by more flexible structures compared to formal organizations. In this context, participatory leadership plays a crucial role in fostering collaboration, motivation, and ownership among employees. Unlike in rigid bureaucratic settings, leaders in institutions such as LKP Bina Teknologi must balance guidance with autonomy, encouraging team involvement in decision-making processes to build a sense of responsibility and innovation. Therefore, this research highlights the importance of participatory leadership in enhancing employee performance within flexible and adaptive organizational structures typical of non-formal education settings.

This study contributes theoretically by extending the Transformational Leadership Theory developed by Bass and Avolio (2018) into the context of non-formal education institutions, which operate with more participatory and flexible structures than formal organizations. While previous studies have largely examined transformational leadership in corporate or bureaucratic environments, this research highlights how inspirational motivation, individualized consideration, and participative decision-making function effectively in project-based educational settings. In such institutions, leadership is not only about inspiring followers but also about fostering collaboration, autonomy, and shared responsibility among educators and staff. Thus, this study expands the theoretical understanding of transformational leadership by demonstrating its applicability in promoting discipline, commitment, and performance within the dynamic and innovation-driven context of non-formal education.

2. Method

This research is descriptive and verifiable. Descriptive research is research that aims to obtain a description of the characteristics of research variables, namely Leadership Style, Organizational Culture, Work Discipline, and employee performance. Meanwhile, verifiable research is to test the truth of a hypothesis carried out through data collection in the field. Given the descriptive and verifiable nature of this research, the research methods used are descriptive surveys and explanatory survey methods. The type in this study is causality, which analyzes the pattern of relationships between variables with the aim of determining the direct or indirect influence of a set of independent variables (independent or exogenous) on bound variables (dependent or endogenous).

Path analysis was chosen as the analytical method because it allows the researcher to examine both direct and indirect causal relationships among the studied variables. According to Hair et al. (2019) and Ghozali (2021), path analysis is suitable for research that involves multiple independent and dependent variables that are theoretically

interconnected, especially when one or more variables act as mediators. In this study, leadership style, organizational culture, and work discipline are assumed to have interrelated influences on employee performance both directly and through mutual relationships making path analysis the most appropriate approach. This technique also provides a comprehensive understanding of the structural relationships by quantifying direct, indirect, and total effects, which cannot be captured through simple regression analysis alone.

Data Collection Techniques with Questionnaires and Observations, with a sample of 48 employees. Although the total number of respondents was only 48 employees, this figure represents the entire population of LKP Bina Teknologi, which is relatively small and homogeneous in terms of work characteristics and responsibilities. Therefore, a census approach was used, in which all members of the population were included as respondents. According to Sugiyono (2021), census sampling is appropriate when the population size is limited and has similar characteristics, ensuring that the findings remain valid and representative. Furthermore, Roscoe (1975) suggests that for multivariate analyses such as path analysis, a sample size between 30 and 500 is considered adequate, supporting the methodological feasibility of this study despite the small population size.

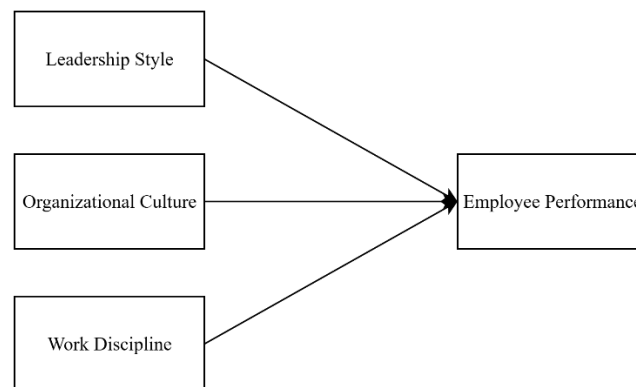


Figure 1. Conceptual Framework

3. Results and Discussions

The results of data analysis obtained from the research that has been carried out. The collected data is then processed and analyzed to test the correctness of the hypothesis that has been formulated beforehand. The discussion of the research results includes several stages, starting from the test of research instruments which includes validity and reliability tests, followed by descriptive analysis, verifiable analysis and hypothesis tests to determine the relationship and influence between variables.

3.1 Validity and Reliability Test Results

Statements in the variable instruments of leadership style, organizational culture, discipline and Employee Performance Results are declared valid, because of all indicators the results of the calculation statements are greater than 0.300. Based on the results of the reliability test on the four variables of the Research, the following results were obtained:

Table 1. Reliability Test Results

Yes	Variable	Cronbach's Alpha	t table	Category
1.	Leadership Style	0,944	0,700	Reliable
2.	Organizational Culture	0,898	0,700	Reliable
3.	Work Discipline	0,939	0,700	Reliable
4.	Employee Performance	0,945	0,700	Reliable

Source: Data processed by the researcher (2024)

The results of the validity test and reliability test state that all variables are valid and reliable, so it means that the instrument (questionnaire) used is valid or reliable.

3.2 Results of the Normality Test of the Measuring Instrument

The results of the data calculation show that all variables follow a normal distribution with a p-value of > 0.05 (Sudjana, 2010), which is described in the following table:

Table 2. Normality Test

		Style Leadership	Culture Organization	Discipline Work	Performance Employee
N		48	48	48	48
Normal Parameters, b	Mean	54,9375	56,2500	54,5208	65,5417
	Std. Deviation	3,41714	5,25721	3,94639	5,75366
Most Extreme Differences	Absolute	0,164	0,140	0,115	0,156
	Positive	0,110	0,140	0,115	0,156
	Negative	-0,164	-0,098	-0,089	-0,096
Test Statistic		0,164	0,140	0,115	0,156
Asymp. Sig. (2-tailed) ^c		0,062	0,079	0,135	0,055

The data in the table above shows that all variable data consisting of organizational culture variables, work discipline, work discipline and employee performance follow the normal data distribution using the Kolmogorov-Smirnov test showing a p-value of > 0.05 , where Asymp, the significance obtained from the processing results for $X1 = 0.062$, $X2 = 0.079$, $X3 = 0.135$, $Y = 0.055$, is greater than the significance level, then the data to measure the research variables show results that do not have significant differences or accept H_a , meaning that the sample comes from a normally distributed population or there is no significant difference between the sample data from a normally distributed population.

3.3 Descriptive Analysis

The descriptive analysis aims to describe the responses of respondents about organizational culture, work discipline, and work discipline as independent variables, employee performance as dependent variables.

Leadership Style

The results of the study on the Leadership Style variable (X1) were formed with the following dimensions, namely: Ability to Build Relationships, Ability to Inspire, Good Examples, Team Member Engagement, and Effective Communication. Maxwell (2022). The following are the 16 statements submitted to measure leadership style, as follows:

Tabel 3. Recapitulation of Respondents' Responses on Leadership Style

No.	Dimension	Number of Statements	Average	Criterion
1	Ability to build relationships,	3	3,43	Good
2	Inspiring Ability	3	4,05	Good
3	A Good Example	3	3,33	Pretty Good
4	Team Member Engagement	3	2,80	Pretty Good
5	Effective Communication.	4	3,50	Good
Total		16	3,43	Good

Source: Data processing results, 2025

Organizational Culture Variables

The results of the research on the Organizational Culture variable (X2) were formed with the following dimensions, namely: task-oriented culture, innovation-oriented culture, and people-oriented culture. Schein (2017). The following are the 16 statements submitted to measure organizational culture, as follows:

Table 4. Recapitulation of Respondents' Responses to Organizational Culture

No.	Dimension	Number of Statements	Average	Criterion
1	Task-Oriented Culture	5	4,04	Strong
2	Innovation-Oriented Culture	5	3,42	Strong
3	People-Oriented Culture.	6	3,16	Quite Powerful
Total		16	3,43	Strong

Source: Data processing results, 2025

Work Discipline Variables

The results of the research on the Work Discipline variable (X3) were formed with the dimensions, namely: commitment to organizational goals, adaptability and effectiveness in tasks. Robbins and Judge (2021). The following are the 16 statements submitted to measure Work Discipline, as follows:

Table 5. Recapitulation of Respondents' Responses on Work Discipline

No.	Dimension	Number of Statements	Average	Criterion
1	Commitment to organizational goals	5	4,04	Strong
2	Adaptability	5	3,42	Strong
3	Effectiveness in task	6	3,16	Quite Powerful
Total		16	3,43	Strong

Source: Data processing results, 2025

Employee Performance Variables

The results of the research on employee performance variables (Y) were formed with dimensions, namely: Achievement, Engagement and Communication. Edison, Anwar, and Komariyah (2022). The following are the 18 statements submitted to measure employee performance, as follows:

Table 6: Recapitulation of Respondents' Responses to Employee Performance

No.	Dimension	Number of Statements	Average	Criterion
1	Achievement	6	4,05	Good
2	Involvement	6	3,81	Good
3	Communication	6	3,45	Good
Total		18	3,77	Good

Source: Data processing results, 2025

3.4 Variable Analysis

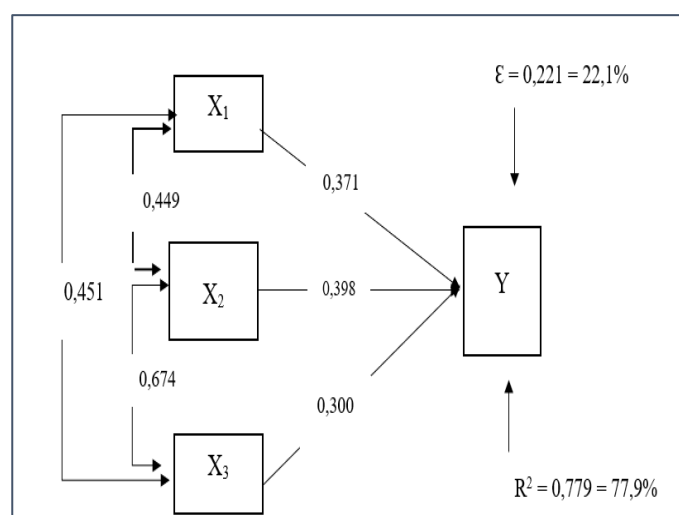
Based on the results of the calculation using the SPSS 26 program, the variables analyzed are Leadership Style (X1), Organizational Culture (X2) and Work Discipline (X3) as independent variables (independent variables), employee performance (Y) as variables (dependent variables). The overall path coefficient model is as shown in the Table below, as follows:

Table 7. The Influence of Organizational Culture, Organizational Culture and Work Discipline on Employee Performance

Type	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	17,112	7,219			2,370	0,000
Leadership Style	0,625	0,137	0,371		4,563	0,000
Organizational Culture	0,436	0,107	0,398		4,053	0,000
Work Discipline	0,437	0,143	0,300		3,051	0,000

Source: Data Processed Results through SPSS Software. 26

The table above illustrates the results of the path calculation, that the variable X1 has a path coefficient of 0.371, the variable X2 has a path coefficient of 0.398, and the variable X3 has a path coefficient of 0.300, can be explained in the figure below:

**Figure 1. Path Analysis Model**

In the calculation of the correlation value and the coefficient of the path that has been carried out, it can be known the magnitude of the direct or indirect influence of leadership

style, organizational culture and work discipline on employee performance. The results of the calculation are as follows:

Tabel 8. Direct and Indirect Influence of Leadership Style, Organizational Culture and Work Discipline on Employee Performance

Variable	Direct Influence	Indirect Influence			Total Indirect Influence	Total Impact
		X1	X2	X3		
Leadership Style (X1)	13,76%		6,63%	5,02%	11,65%	25,41%
Organizational Culture (X2)	15,84%	6,63%		8,05%	14,68%	30,52%
Work Discipline (X3)	9,00%	5,02%	8,05%		13,07%	22,07%
Total	38,60%	11,65%	14,68%	13,07%	39,39%	78,00%

Source: processed by the author from 2025 data

Based on the table above, organizational culture has the greatest total influence on employee performance compared to leadership style and work discipline. This shows that aspects such as shared values, norms, and a good and supportive work environment are more effective in encouraging employees to work optimally than just through the application of leadership styles or discipline rules. With a strong organizational culture, employees tend to feel more motivated, connected to the company's vision and mission, and feel valued, which contributes directly to improved employee performance. In contrast, leadership style and work discipline remain important, but the role of both is more effective when supported by a strong organizational culture.

The results of the calculation of the determination coefficient (r squared) expressed as a percentage illustrate the large contribution of all independent variables, namely Leadership Style (X1), Organizational Culture (X2) and Work Discipline in determining the variation in Employee Performance (Y) which is 77.9%. Meanwhile, other factors that were not studied and also affected employee performance were shown by the value $p_{yc} = 22.1\%$.

Table 9. The Simultaneous Influence of Leadership Style, Organizational Culture and Work Discipline on Employee Performance

R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. F Change
.883a	0,779	0,764	2,79303	0,779	51,817	3	44	0,000

Source: processed by the author from 2025 data

Based on the table above, the total influence (determinant coefficient) of leadership style, organizational culture and work discipline on employee performance is 0.779 or 77.9% or if rounded up in the excel calculation results of 78.00% (rounding). This shows that the increase in employee performance is influenced by leadership style, organizational culture and work discipline meaning that the increase in employee performance is influenced by leadership style, organizational culture, and work discipline shows that these three factors have a significant and complementary contribution in driving employee performance. Each variable plays an important role in shaping a productive work environment. The influence of other variables outside the research model was 0.221 or

22.1%, this indicates that there are still other variables that can affect personnel performance, which are not described in the research model.

3.5 Hypothesis Test

Hypothesis testing will be tested according to the paradigm that reflects the hypothesis, namely the influence of Leadership Style (X1), Organizational Culture (X2) and Partial Work Discipline.

Table 10. Partial Testing of Leadership Style Variables (X1) on Employee Performance (Y)

Structural	Path Coefficients	t _{count}	t _{table}	Conclusion
ρ_{yX_1}	0,371	4,563	1,68	H0 is rejected, there is a positive and significant influence of leadership style on employee performance.
ρ_{yX_2}	0,398	4,053	1,68	H0 is rejected, There is a positive and significant influence of organizational culture on employee performance
ρ_{yX_3}	0,300	3,051	1,68	H0 is rejected, There is a positive and significant influence of work discipline on employee performance .

Source: SPSS 23 Processing Results

Table 11. Simultaneous Test of Leadership Style Variables (X1), Organizational Culture Variables (X2) and Work Discipline Variables (X3) Against Employee Performance Variables (Y)

Type	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1212,671	3	404,224	51,817	.000b
Residual	343,245	44	7,801		
Total	1555,917	47			

Source: SPSS Data Processing 26

Based on the calculation, the value of F is calculated as 51.817 where the rejection criterion of H0 if F is calculated is greater than F Table or $F_0 > F_{Table}$, with free degrees $v_1 = 3$ and $v_2 = 48 - 3$ and a confidence level of 95%, then from the distribution table F the value of F_{table} is obtained = 2.80. Because 51.817 is greater than 2.80, H0 is rejected, meaning that it can be concluded that there is a linear relationship between Leadership Style (X1), Organizational Culture (X2) and Work Discipline (X3) on employee Performance Variables (Y), or it can be interpreted that there is a positive and significant influence simultaneously (together) between Leadership Style (X1), Organizational Culture (X2) and Work Discipline X3) on employee performance (Y), with the value of the determination coefficient (R^2) = 0.779 or 77.9% and the influence of variables outside the model is 21.1% (error = 0.211).

3.6 Discussion

Based on the results of the research using a questionnaire. interviews and dissemination of questionnaires to 48 employees in an in-depth analysis and assessment of respondents' answers and their relationship with applicable theories and phenomena that

occur in the Bina Teknologi LKP, it is necessary to discuss a descriptive analysis of the situation/conditions in the implementation of each variable.

The following table presents the average value, standard deviation, and respondent's answer criteria. The measurement used a Likert scale ranging from 1 to 5, where 1 indicates "very bad" and 5 indicates "very good." The interpretation of the average score for each variable is shown in the following table.

Table 12. Average Score, Standard Deviation and Answer Criteria

Variable	Average Score	Standard Deviation	Value Range	Answer Criteria
Leadership Style (X1)	3,43	0,925	2,50—4,35	Good Enough to Be Excellent
Organizational Culture(X2)	3,52	0,591	2,93—4,11	Strong Enough to Strong
Work Discipline (X3)	3,41	0,906	2,50—4,31	Good Enough to Be Excellent
Employee Performance (Y)	3,77	0,821	2,95—4,59	Good Enough to Be Excellent

Source: Data Processing Results 2024

A verifiable discussion to test the influence of leadership style variables, organizational culture and work discipline on employee performance both partially and simultaneously, as described below:

The Influence of Leadership Style on Employee Performance

Based on the results of data processing, leadership style has a direct influence of 13.76% on employee performance. In addition, the indirect influence through organizational culture and work discipline was 11.65%, so that the total influence of leadership style on employee performance was 25.41%. Leadership style is the second largest contributor to improving employee performance. This indicates that an effective leadership style can improve employee performance, in line with several studies: Setiawan & Suryana (2021) state that transformational leadership styles have a significant positive effect on employee performance in Indonesian private companies. Transformational leaders who provide motivation and inspiration create high commitment, resulting in increased productivity. Sihombing et al. (2020) found that transactional leadership styles have a positive effect on employee performance, especially in the Southeast Asian banking sector. Reward- and punishment-based leadership consistently provides clear motivation to achieve work results. Widodo et al. (2022) revealed that participatory leadership styles improve employee performance in Indonesia's manufacturing sector by involving employees in decision-making, which fosters a sense of responsibility and ownership. Nguyen & Tran (2021) show that a supportive leadership style has a positive impact on Vietnamese multinationals. Emotional support from leaders creates a comfortable work environment and increases employee motivation and engagement. Ghasabeh & Provitera (2020) examined visionary leadership styles in the creative industries and found that visionary leaders who are able to clearly convey their vision provide additional motivation to innovate and perform highly. Hidayat & Suhendra (2023) found that authoritative leadership styles have a positive influence on employee performance in the Indonesian education sector, especially in situations that require quick and decisive decisions. This leadership emphasizes adherence to rules and helps increase employee focus on the organization's goals.

The Influence of Organizational Culture on Employee Performance

Based on the results of data processing, it can be seen that organizational culture variables have a direct influence of 15.84%, organizational culture has an indirect influence on employee performance through leadership style and work discipline variables of 14.68%, and the total influence is 30.52%. Organizational culture makes the greatest contribution to employee performance. This means that if the organizational culture is strong, it will improve employee performance, in line with research by Setiawan & Putri (2021) that a strong and positive organizational culture has a significant impact on employee performance in manufacturing companies in Indonesia. A culture that encourages collaboration, openness, and support between employees helps create a conducive work atmosphere, which ultimately improves employee performance. In this study, employees who felt aligned with organizational values tended to be more committed and productive. Nguyen & Tran (2022) that innovation-based organizational culture and flexibility have a significant positive influence on employee performance in technology companies in Vietnam. They found that a culture that supports creativity and adaptation encourages employees to come up with new ideas and increase their productivity. A flexible culture allows employees to experiment and innovate without fear of failure, which contributes to improved performance.

Rahmawati et al. (2023) that organizational culture that emphasizes ethical values has a positive effect on employee performance in the banking sector. This culture helps build trust between employees and management, which creates a more harmonious and structured work environment. The results show that when employees work in an ethical environment, they feel more comfortable and motivated, which has an effect on improved performance. Denison et al. (2020) that organizational cultures that focus on employee engagement are directly related to their performance. The study, conducted on multinational companies, showed that employees who felt involved in the decision-making process tended to be more motivated and performed better. This culture that encourages employee participation also increases a sense of belonging to the organization, which triggers high dedication and commitment. Alvesson & Spicer (2021) that an organizational culture that supports employee development contributes greatly to improving their performance. A culture that focuses on training, skill development, and capacity building allows employees to feel more competent and ready for job challenges. The study underscores that a culture of development improves employee job satisfaction and their overall individual performance. Hidayat & Sari (2023) that a strong organizational culture helps create stability and improve employee performance in retail companies in Indonesia. A clear and consistent culture helps employees understand their roles and expectations, so they can work more focused and efficiently. The stability that results from a strong culture provides employees with reassurance, which makes it easier for them to adapt and perform well.

The Influence of Work Discipline on Employee Performance

Based on the results of data processing, it can be seen that the work discipline variable has a direct influence of 9.00%, work discipline has an indirect influence on employee performance through the variables of leadership style and organizational culture of 13.07%, and the total influence is 22.07%. Discipline makes the smallest contribution to employee performance. High work discipline will improve employee performance, in line with research by Setyawan & Hadi (2021) in the *Journal of Management and Organization* showing that high work discipline has a positive impact on employee performance in manufacturing companies in Indonesia. Employees who follow the rules and have

regularity in work tend to show higher productivity. This study concludes that work discipline contributes to creating an orderly work environment, so that employees are more focused and efficient in carrying out their duties. Hakim & Nurhayati (2022) in the Journal of Economics and Business examined work discipline in the public service sector in Indonesia and found that strict work discipline was positively correlated with employee performance. They suggest that employees who have high discipline tend to be more punctual and minimize errors in the work. The study highlights the importance of implementing fair and consistent discipline policies to improve employee performance. Widodo & Suryadi (2020) stated that work discipline contributes significantly to improving performance in the retail sector. The study found that discipline applied through close monitoring, regular training, and rewards for rule-abiding employees improved their overall performance. High work discipline creates order, so employees are able to work more effectively and meet company targets. Kurniawan et al. (2021) that work discipline has a positive effect on employee performance in the financial sector. Disciplined employees tend to manage time well and achieve targets more consistently.

The study shows that high work discipline allows employees to work more efficiently and responsibly, thus contributing to the overall performance of the organization. Adams & Raj (2020) say that work discipline plays an important role in improving employee performance in multinational companies. They note that disciplined employees have a higher commitment to work and tend to complete tasks with better accuracy. Work discipline builds individual responsibility and awareness of organizational standards, which ultimately improves employee productivity. Prasetyo & Lestari (2023) that strong work discipline has a significant impact on employee performance in the education sector. Employees who have high discipline show punctuality and adherence to established work standards, which improves the efficiency and quality of work. The study highlights that good work discipline in this sector helps create a more productive work environment. The Influence of Leadership Style, Organizational Culture and Work Discipline Simultaneously on Employee Performance.

The influence of leadership style, organizational culture and work discipline on employee performance

The result of the calculation of the coefficient of determination (R squared) expressed as a percentage illustrating the contribution of all independent variables, namely leadership style, organizational culture and work discipline to employee performance, is 0.779 (0.701) or 77.9%. Meanwhile, other factors that were not studied and also affected employee performance were shown by the value $p_{y1} = 0.211$ or 21.1%, This is in line with creating an optimal environment for employees to achieve maximum performance. These three factors work synergistically to drive employee motivation and commitment to achieving organizational goals. Sutrisno et al. (2023) that transformative leadership styles, collaborative organizational cultures, and strong work discipline simultaneously contribute positively to improving employee performance in financial services companies. This research shows that when employees are supported by inspirational leaders and work in a harmonious and disciplined culture, they tend to show increased productivity, work quality, and commitment to the company. Fitria & Kurniawan (2021) stated that the combination of a participatory leadership style, an inclusive organizational culture, and consistent work discipline together improves employee performance in the public sector in Indonesia. The results of this study show that these three elements create a high sense of attachment and responsibility, which contributes to increased efficiency and employee work outcomes. Martins & Terblanche (2020) that a supportive leadership style, a strong organizational

culture, and a firm applied work discipline have a significant positive impact on employee performance. This research shows that clear leadership, strong cultural support, and discipline applied consistently improve employee motivation, engagement, and work outcomes. Putri et al. (2023) that transformational leadership styles, adaptive organizational cultures, and well-implemented work disciplines simultaneously affect employee performance in the technology sector. In this study, transformational leadership styles increase inspiration, adaptive cultures allow employees to innovate, and discipline ensures the stability of work processes. These three factors create a productive and innovative work environment that maximizes performance. Singh & Kaur (2021) that inclusive leadership styles, trust-based organizational culture, and uniformly applied work discipline have a synergistic effect on employee performance in multinational companies. The study emphasizes that these three factors together create a supportive and structured work environment, which allows employees to work optimally and contributes to the achievement of the company's goals.

The findings of this study confirm and extend the Transformational Leadership Theory proposed by Bass and Avolio (2018), which emphasizes that leadership effectiveness lies in the leader's ability to inspire, motivate, and empower subordinates to perform beyond expectations. The significant and positive influence of leadership style on employee performance at LKP Bina Teknologi demonstrates that even in non-formal education institutions with flexible structures, participatory and inspirational leadership remains a key driver of performance. This result extends the applicability of transformational leadership theory beyond the corporate or public sectors where it is most often studied, showing its relevance in education-based organizations with adaptive management systems. Furthermore, the finding that organizational culture has the greatest contribution to employee performance reinforces Schein's (2017) and Robbins and Judge's (2021) frameworks, which argue that culture acts as a behavioral control mechanism guiding members' attitudes and actions. In the context of LKP Bina Teknologi, the study highlights that a culture built on collaboration, learning, and innovation can significantly enhance motivation and work outcomes. This indicates that a learning-oriented culture can serve as a strategic tool to strengthen employee commitment in non-formal education environments where formal hierarchies are minimal.

The positive effect of work discipline on performance aligns with prior studies (Hakim & Nurhayati, 2022; Widodo & Suryadi, 2020) but also expands the understanding that discipline is not merely about compliance, but about self-regulation in a flexible organizational setting. In LKP Bina Teknologi, where the work system relies heavily on initiative and autonomy, discipline takes the form of intrinsic motivation employees adhering to standards because they internalize organizational goals rather than because of external enforcement. Collectively, these findings suggest that leadership, culture, and discipline are interdependent factors that operate synergistically within adaptive organizations. This interrelation not only supports but also enriches existing organizational behavior theories by showing how transformational and participatory practices manifest effectively in non-formal education institutions. The study thus contributes theoretically by contextualizing classic organizational behavior constructs within the dynamics of a flexible, learning-centered educational environment an area that remains underexplored in current literature.

The findings of this study indicate that leadership style, organizational culture, and work discipline significantly influence employee performance at LKP Bina Teknologi.

These results reaffirm the central role of human factors in shaping organizational outcomes, particularly within non-formal education institutions that rely on flexibility, collaboration, and creativity to achieve their goals. The results show that participative leadership has a profound effect on strengthening work discipline, as leaders who involve employees in decision-making processes and foster open communication create a sense of ownership and responsibility. In the context of training institutions, where many tasks are project-based and demand time-bound coordination, participative leadership cultivates intrinsic discipline that stems not from control but from mutual trust and professional commitment. This is consistent with Robbins and Judge (2021), who suggest that leaders who emphasize involvement and recognition can transform discipline into a form of shared accountability.

The interplay between leadership and organizational culture can be further understood through the lenses of Social Exchange Theory (Blau, 1964) and Organizational Learning Theory (Argyris & Schön, 1996). From a social exchange perspective, when leaders exhibit fairness, empathy, and support, employees reciprocate through loyalty, cooperation, and adherence to organizational norms behaviors that in turn strengthen cultural cohesion. Meanwhile, Organizational Learning Theory explains that leadership and culture evolve together through continuous learning processes; participative leaders encourage reflection and innovation, which gradually shape shared values and behavioral norms. At LKP Bina Teknologi, this dynamic manifests in a feedback-oriented environment where leaders and staff mutually influence each other's behavior, thereby reinforcing both organizational learning and disciplined performance.

From a practical standpoint, these findings suggest several strategies that can enhance performance sustainability. First, leadership development programs should emphasize adaptive leadership skills that enable managers to balance direction and autonomy. Second, implementing structured peer feedback systems can promote continuous improvement and reinforce organizational learning. Third, reward mechanisms that value creativity—such as recognition for innovative training methods or design ideas—can simultaneously strengthen motivation and commitment. Such strategies align with the cultural characteristics of project-based educational institutions, where innovation and flexibility are key success factors.

While this research provides valuable insights, it also has certain limitations. The relatively small number of respondents (48 employees) may constrain the generalizability of the findings; however, this limitation is methodologically justified because the population of LKP Bina Teknologi is small and homogeneous, allowing for a complete census. Future studies could broaden the scope by including multiple non-formal education institutions to compare leadership and cultural patterns in different organizational settings. Longitudinal studies would also help explain how leadership behavior and culture interact over time to sustain employee performance. Comparatively, this study offers cross-case insights relevant to other non-formal education organizations, such as community learning centers and private training providers, that share similar structural flexibility and project-driven operations. These institutions may experience comparable dynamics between participative leadership, discipline, and cultural reinforcement, though the intensity and mechanisms may vary depending on the level of organizational maturity and innovation capacity. Exploring these variations would deepen understanding of how participative leadership functions across different contexts of the education and service sectors.

In synthesis, this study contributes to extending the integration between Transformational Leadership Theory, Social Exchange Theory, and Organizational Learning Theory by demonstrating that leadership and culture are not isolated constructs but mutually reinforcing forces that shape employee behavior and performance. In contrast to previous studies that examined these elements separately, the present research highlights how participative leadership nurtures an adaptive culture that fosters intrinsic discipline and creative engagement. Thus, the study not only confirms established theories but also expands their relevance to the domain of non-formal, innovation-driven educational institutions, where leadership, learning, and cultural adaptability are essential to achieving sustained organizational excellence.

4. Conclusions

The results of this study show that leadership style, organizational culture, work discipline, and employee performance at LKP Bina Teknologi are generally in the good to very good category. Among the dimensions of leadership, the ability to inspire shows the highest average, while team member engagement remains the lowest, indicating the need to strengthen participative practices. In terms of organizational culture, task orientation dominates, although people-oriented values such as attention to employee well-being require improvement. Work discipline is characterized by strong commitment to organizational goals but limited adaptability to change. Employee performance is also relatively strong, with achievement as the leading dimension and communication as the weakest. The path analysis results confirm that leadership style, organizational culture, and work discipline each have a positive and significant effect on employee performance, both individually and simultaneously. This implies that effective leadership fosters motivation and accountability, a strong organizational culture shapes shared values that enhance productivity, and consistent work discipline supports operational efficiency. Together, these three factors create a synergistic environment that promotes optimal employee performance within the non-formal education setting of LKP Bina Teknologi.

Based on the research findings, it is recommended that leaders at LKP Bina Teknologi strengthen communication, empathy, and decision-making skills while providing recognition and serving as role models for disciplined and accountable behavior. The organization should reinforce its core values, encourage collaboration and innovation, and create a supportive learning environment that promotes professional growth. Clear and fair discipline policies need to be implemented consistently, with leaders demonstrating exemplary conduct. To improve employee performance, management should align individual goals with organizational objectives, set measurable indicators, and provide regular training to enhance both technical and soft skills. Since leadership style, organizational culture, and work discipline collectively influence performance, adopting a participative leadership approach that aligns with the institution's collaborative culture will help foster creativity, responsibility, and sustainable performance improvements.

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