

LEADERSHIP STYLE, ORGANIZATIONAL CULTURE, AND WORK DISCIPLINE: THE KEY TO ENHANCING EMPLOYEE PERFORMANCE AT PT. BPR EKADHARMA BHINARAHARJA

Rizqi Adita Rifa'i¹⁾, Heny Sidanti²⁾, Apriyanti³⁾

¹Fakultas Ekonomi dan Bisnis, Universitas PGRI Madiun

email: rizqiadita1704@gmail.com

² Fakultas Ekonomi dan Bisnis, Universitas PGRI Madiun

email: heny.sidanti@unipma.ac.id

³ Fakultas Ekonomi dan Bisnis, Universitas PGRI Madiun

email: apriyanti@unipma.ac.id

Abstrak

Penelitian ini bertujuan untuk menguji secara empiris pengaruh Gaya Kepemimpinan, Budaya Organisasi, dan Disiplin Kerja terhadap Kinerja Karyawan di PT BPR Ekadharna Bhinaraharja. Penelitian ini menggunakan pendekatan kuantitatif dengan populasi sebanyak 81 karyawan di Kantor Pusat Magetan. Pengumpulan data dilakukan menggunakan teknik *Non-probability* sampling dengan metode Purposive Sampling, sehingga diperoleh seluruh 81 karyawan sebagai sampel penelitian. Analisis data dilakukan menggunakan SPSS 25 melalui Uji Asumsi Klasik, Regresi Linear Berganda, serta Uji F dan Uji T. Hasil penelitian menunjukkan bahwa Gaya Kepemimpinan memiliki pengaruh terhadap kinerja karyawan, Budaya Organisasi memengaruhi semangat kerja karyawan, dan Disiplin Kerja juga berdampak pada semangat kerja karyawan. Secara bersamaan (simultan), ketiga variabel yaitu Gaya Kepemimpinan, Budaya Organisasi, dan Disiplin Kerja berpengaruh signifikan terhadap kinerja karyawan di PT BPR Ekadharna Bhinaraharja

Kata Kunci: Budaya Organisasi, Disiplin kerja, Gaya Kepemimpinan Kinerja karyawan,

Abstract

This study aims to empirically examine the influence of Leadership Style, Organizational Culture, and Work Discipline on Employee Performance at PT BPR Ekadharna Bhinaraharja. The research uses a quantitative approach with a population of 81 employees at the Magetan Head Office. Data were collected using a Non-Probability Sampling technique with Purposive Sampling, resulting in all 81 employees being included as research samples. Data analysis was conducted using SPSS 25 through Classical Assumption Tests, Multiple Linear Regression, as well as F and T Tests. The results indicate that Leadership Style affects employee performance, Organizational Culture influences employee work motivation, and Work Discipline also impacts employee motivation. Simultaneously the three variables namely Leadership Style, Organizational Culture, and Work Discipline influence the performance of employee at PT BPR Ekadharna Bhinaraharja.

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

A. INTRODUCTION

The rapid development of the modern era has led to unavoidable competition among companies due to the increasing number of business entities. One of the major challenges for developing countries, including Indonesia, in this globalization era is how to manage their economy in order to remain competitive at the global level. Open competition requires companies to continuously improve the capabilities and quality of their human resources (HR) to be able to compete globally.

One of the sectors experiencing significant growth in Indonesia is the Rural Bank (Bank Perkreditan Rakyat/BPR). A BPR is a local financial institution that operates either conventionally or based on Islamic principles. Unlike commercial banks, BPRs do not provide payment traffic services such as demand deposits, foreign exchange, or insurance. Their operations focus on mobilizing funds from the public in the form of savings and time deposits, extending credit particularly to micro, small, and medium enterprises (MSMEs), as well as financing activities in line with sharia principles. With its more limited scope, BPRs play a strategic role in empowering the local economy, particularly in rural areas underserved by larger banks. According to OJK data as of December 2020, the number of BPRs in Indonesia had reached more than 1,500 entities spread across various regions.

However, in terms of human resource management, BPRs still face significant challenges, such as high employee turnover and low levels of engagement. Many employees leave BPRs due to a lack of career development opportunities, limited training, and the absence of performance-based rewards. This situation is further exacerbated by a weak organizational culture, characterized by top-down communication, limited employee participation in decision-making, and insufficient attention to employee well-being. As a result, employee loyalty, productivity, and service quality to customers tend to decline.

Several factors influence employee performance, including leadership style, organizational culture, and work discipline. An ineffective leadership style, such as being egoistic, reluctant to cooperate, or failing to motivate subordinates, may decrease employee

morale. A non-conducive organizational culture, such as a lack of collaboration among employees or limited participation in meetings, may also hinder performance. Furthermore, weak work discipline, such as frequent lateness, absenteeism without notice, and low compliance with company rules, directly affects employee performance.

The phenomenon of weak organizational culture at PT Bank Perkreditan Rakyat Ekadharma Bhinaraharja is evident from the low participation of employees in monthly meetings. This can be seen in the following table:

Tabel 1
Monthly Meeting Data of PT Bank Perkreditan Rakyat Ekadharma Bhinaraharja
March 2025

No	Division	Frequency of Lateness (Per Month)	Attendance in Monthly Meetings	Remarks
1	Internal Audit	8 times	1 time attended	-
2	Account Officer	5 times	2 times attended	Without explanation
3	Collection	9 times	0 times attended	Late arrival
4	Remedial Staff	6 times	3 times attended	Without explanation
5	Supervisor	3 times	1 time attended	Without explanation

Source: PT BPR Ekadharma Bhinaraharja, 2025

In addition, the problem of employee discipline at PT BPR Ekadharma Bhinaraharja is reflected in the high rates of lateness and absenteeism. Employee attendance data for the period January–May 2025 shows relatively high levels of absenteeism and tardiness, as presented below:

Table 2
Employee Attendance Data of PT Bank Perkreditan Rakyat Ekadharma Bhinaraharja
January – May 2025

No	Month	Total Employees	Absenteeism	Percentage	Lateness	Percentage
1	January	81	10	12.5%	16	20.1%
2	February	81	9	11.6%	22	27.3%
3	March	81	7	9.2%	26	33%
4	April	81	11	14.6%	14	17%

5	May	81	15	18.6%	11	14%
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Source: PT BPR Ekadharma Bhinaraharja, 2025

The table shows that the highest employee tardiness occurred in February 2025 at 27.3%, while absenteeism peaked in May 2025 at 18.6%. This indicates that discipline remains a critical issue influencing employee performance at the company. Previous studies related to factors influencing employee performance have produced mixed findings (research gap). For instance, Jufri & Marimin (2022) and Saputra et al. (2023) found that leadership style significantly affects employee performance, while Mardiani & Sepdiana (2021) reported otherwise. Similarly, Simangunsong (2021) and Aprilianti & Syarifuddin (2022) found that organizational culture has a positive effect, but Junaidi & Susanti (2016) reported no significant impact. Regarding work discipline, Aprilianti & Syarifuddin (2022) and Rachmawati & Paeno (2025) showed significant effects, whereas Sapitri & Pancasasti (2022) found no significant influence.

These inconsistencies indicate the need for further research, particularly with the focus on employees of PT Bank Perkreditan Rakyat Ekadharma Bhinaraharja in Magetan. Therefore, this study is entitled: "The Influence of Leadership Style, Organizational Culture, and Work Discipline on Employee Performance at PT Bank Perkreditan Rakyat Ekadharma Bhinaraharja Magetan."

Theoretical Study

1. Human Resource Management (HRM)

Human Resource Management (HRM) is a systematic method for effectively attracting, developing, managing, and retaining employees. It involves activities such as planning, organizing, implementing, controlling, staffing, employee development, compensation, integration, and maintenance. HRM aims to enhance job satisfaction, support organizational performance, fulfill social responsibilities, and help employees achieve their personal goals (Hidayat & Anwar, 2023)

2. Leadership style

Leadership style is the way a leader influences, directs, and controls subordinates to achieve organizational goals, which may take the form of autocratic, militaristic, paternalistic, charismatic, or democratic (Siagian, 2009), and has further developed into charismatic, transactional, and transformational styles (Robbins & Judge, 2008).

3. Organizational Culture

Organizational culture consists of the shared meanings, values, and beliefs among members of an organization. It serves as a behavioral guideline, differentiates the organization from others, fosters unity, and plays a crucial role in determining organizational success..

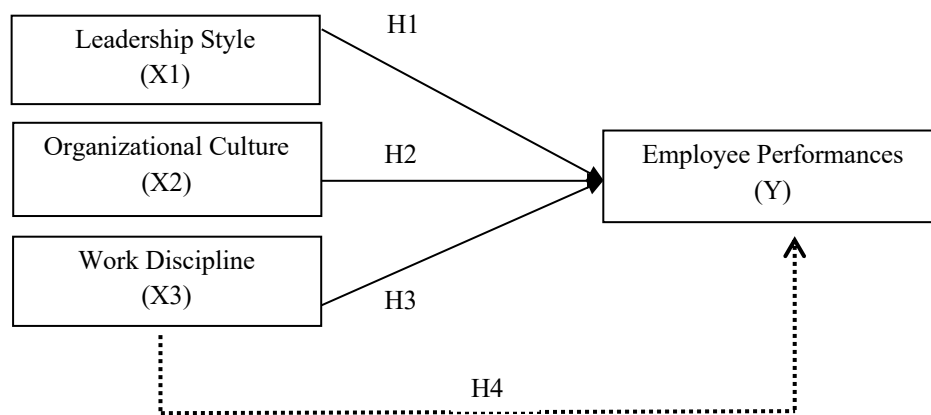
4. Work Discipline

Work discipline is the awareness and willingness of employees to follow rules and fulfill their responsibilities. High work discipline promotes orderliness and enhances overall employee performance (Sapitri & Pancasasti, 2022).

5. Employee Performance

Employee performance refers to the outcomes achieved by employees in executing their tasks. Performance is influenced by factors such as attitudes, skills, leadership, and the work environment, and can be assessed through criteria like quality, quantity, reliability, and cooperation (Sapitri & Pancasasti, 2022).

Conceptual Framework:



Picture 1. Conceptual framework

Sumber: Modifikasi penelitian Aprilianti & Syarifddin (2022); Jufri & Marimin (2022); Rachmawati & Paeno (2025); Saputra *et al.* (2023) dan Simangunsong (2021)

Hypothesis:

- H1: Leadership style is expected to significantly enhance employee performance at PT BPR Ekadharna Bhinaraharja Magetan.
- H2: Organizational culture is believed to have a positive and significant impact on employee performance at PT BPR Ekadharna Bhinaraharja Magetan.
- H3: Work discipline is assumed to play a crucial role in improving employee performance at PT BPR Ekadharna Bhinaraharja Magetan.
- H4: The combination of leadership style, organizational culture, and work discipline is expected to collectively exert a positive and significant influence on employee performance at PT BPR Ekadharna Bhinaraharja Mageta

B. METHOD

This study aims to empirically investigate the effects of leadership style, organizational culture, and work discipline on employee performance at PT BPR Ekadharma Bhinaraharja. The research was carried out on all employees at the Magetan Head Office over a period of four months, from April to July 2025. A quantitative research method was employed. The study population comprised all 81 employees of PT BPR Ekadharma Bhinaraharja, Magetan Head Office. Given the relatively small population, saturated sampling was applied, meaning the entire population was included as the research sample. Therefore, the total sample consisted of 81 employees. Data were collected using online questionnaires distributed via Google Forms. The study used a non-probability sampling method with a purposive approach based on specific criteria. Data analysis was performed using SPSS version 25, including instrument testing, classical assumption tests, multiple linear regression analysis, as well as F-tests and t-tests.

C. RESULTS AND DISCUSSIONS

Profile of respondents

The majority of respondents in this study are female. In terms of age, most are within the range of 25–32 years, which is considered a productive period for building a career. Based on tenure, the majority have worked for more than one year, indicating that they possess sufficient experience in carrying out their duties. In total, the respondents involved in this study were 81 employees of PT BPR Ekadharma Bhinaraharja.

Validity Test

Based on the research results, it is known that there are 14 valid questionnaire statements for variable X1 or leadership style. Furthermore, there are 7 valid questionnaire statements for variable X2 or organizational culture. For variable X3 or work discipline, there are 16 valid questionnaire statements. Meanwhile, for variable Y or employee performance, there are 9 valid questionnaire statements.

Reliability test

Reliability based on the test results, all research variables (leadership style, organizational culture, work discipline, and employee performance) empire the value of Alpha Cronbach Dias

0,60. Therefore, the instruments used in this observation are declared reliable and suitable for further analysis.

Multiple Linear Regression Test

Tabel 3 Result of the multiple linier regression test

Coefficients^a

Model		Unstandardized Coefficients		Standardized
		B	Std. Error	Coefficients Beta
1	(Constant)	1,014	2,134	
	Leadership Style	,718	,094	,164
	Organizational Culture	,421	,131	,097
	Work Discipline	,802	,078	,638

a. Dependent Variable: employee performance

Source: SPSS Output

Based on table 3, the equation can be obtained along with the conclusions of the linear regression as follows:

$$Y = \alpha + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = 1,014 + 0,718 X_1 + 0,421 X_2 + 0,802 X_3 + 1,932$$

Based on the regression equation above, it can be concluded that::

- 1) The constant value (α) of 1.014, which is positive, indicates that if the variables of leadership style, organizational culture, and work discipline are held constant, the predicted employee performance (Y) would be 1.014.
- 2) The regression coefficient for leadership style (X1) is 0.718, indicating a positive relationship with employee performance. This means that every one-unit increase in leadership style will increase employee performance by 0.718 units, assuming the other variables remain unchanged.

- 3) The regression coefficient for organizational culture (X2) is 0.421, suggesting that organizational culture has a positive effect on employee performance. In other words, a one-unit improvement in organizational culture will raise employee performance by 0.421 units, with other variables held constant.
- 4) The regression coefficient for work discipline (X3) is 0.80, showing a positive influence on employee performance. This means that each one-unit increase in work discipline will improve employee performance by 0.802 units, assuming the other variables remain stable.

Partial Test (t Test)

Tabel 4. Results of the Partial Test (t) Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,014	2,134		2,516	,015
	Leadership Style	,718	,094	,164	2,256	,023
	Organizational Culture	,421	,131	,097	2,926	,007
	Work Discipline	,802	,078	,638	5,159	,030

a. Dependent Variable: employee performance

Source: SPSS Output

From table 4 regarding the t-test result in table 4, the conclusion is obtained that:

- 1) Leadership style (X1) has a positive and significant influence on employee performance ($t = 2.256$; $\text{Sig.} = 0.023 < 0.05$).
- 2) Organizational culture (X2) has a positive and significant influence on employee performance ($t = 2.926$; $\text{Sig.} = 0.007 < 0.05$).
- 3) Work discipline (X3) has a positive and significant influence on employee performance ($t = 5.159$; $\text{Sig.} = 0.030 < 0.05$).

Coefficient of Determination Test (R²)

The results of the determination coefficient test are presented as follows:

Tabel 5. Results of the Determination Coefficient Test (R²)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,870 ^a	,758	,748	1,402

a. Predictors: (Constant), Work Discipline, Organizational Culture, Leadership

b. Dependent Variable: Employee Performance

Sources: SPSS Output

From table 5, the adjusted R square value of 0.758 indicates that the variables in this study collectively explain 75,8% of the variation in employee performance. Meanwhile, the remaining 24.2% of the variation in employee performance is influenced by other factors not included in the variables studied.

Discussion

1. The effect of Leadership Style on Employee Performance

The Effect of Leadership Style on Employee Performance. Leadership richness has a positive and significant influence on employee performance, because effective leaders can motivate, build trust, and increase employee loyalty and responsibilities.

2. Effects of organizational culture on employee performance.

Organizational culture has a significant and positive effect on employee performance. Strong and constructive culture helps build joint identity, strengthen emotional bonds, encourage teamwork, and increase overall job satisfaction.

3. The influence of work discipline on employee performance.

Work discipline has a positive and significant impact on employee performance, because disciplined employees show consistency, efficiency, and professionalism in carrying out their duties.

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

Employees, show that these three factors are interrelated. If these three factors are applied in a balanced and coordinated manner, they can create a productive and harmonious work environment that supports the achievement of organizational goals.

D. CONCLUSIONS

Based on the research results, it can be concluded that leadership style, organizational culture, and work discipline each have a positive and significant effect on employee performance at PT BPR Ekadharma Bhinaraharja. Simultaneously, these three factors significantly enhance employee performance, highlighting the importance of managing them harmoniously to create a productive, collaborative, and competitive work environment.

E. SUGGESTIONS

This study recommends that the company pay greater attention to implementing effective leadership styles to motivate, guide, and inspire employees, as well as enforce discipline through educational sanctions to improve employee performance. Additionally, other researchers are encouraged to expand the research scope and explore additional variables, such as motivation, incentives, and other factors that may influence employee performance.

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