

The influence of leadership, discipline, and work motivation on organizational culture with implications for employee performance at the food security, crop production, and horticulture office of North Sumatra Province

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Received 10 August 2024

Revised 17 September 2024

Accepted 30 October 2024

ABSTRACT

The purpose of this study is to examine the relationship between leadership, discipline, and employee motivation at the North Sumatra Provincial Office of Food Security, Food Crops, and Horticulture, as well as their performance in relation to organizational culture. A total of eighty-two employees from the UPTD SBPTH unit of the North Sumatra Provincial Office of Food Security, Food Crops, and Horticulture participated in this study. The participants were randomly selected. Data collection employed a combination of primary data obtained through questionnaires and secondary data gathered from documentary analysis. The study adopted a quantitative approach, and the data were analyzed using SPSS version 25, specifically employing t-tests and the coefficient of determination (R^2). The findings of the study indicate that leadership, discipline, motivation, organizational culture, and employee performance are all significantly interrelated. The proposed research model elucidates employee performance at the North Sumatra Provincial Office of Food Security, Food Crops, and Horticulture through the variables of leadership, discipline, motivation, and organizational culture.

Keywords: Leadership, Discipline, Motivation, Organizational Culture, Employee Performance.

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1. INTRODUCTION

High performance is the result of achieving optimal work outcomes by leveraging human resources to set organizational goals and inspiring employees to work towards those goals in ways that benefit the organization. Moreover, human resources are crucial to sustaining organizational productivity; therefore, both executives and employees share responsibility for managing these resources. Recognizing the unique nature of human resources—as the only organizational asset endowed with emotions, desires, capabilities, knowledge, motivation, strength, and labor—is essential for business success, as human resources constitute the primary asset enabling the organization to realize its vision, fulfill its mission, and achieve its objectives. Even with the most advanced tools, organizational goals still require the active participation of employees. Organizational performance is thus determined by the synergy of human resources and technology.

Accordingly, achieving organizational goals requires competent human resources, including both leaders and employees, given that human actions are integral to all aspects of business operations. Employee efforts directly contribute to the overall success or failure of the organization. To this end, organizations make every effort to enhance employee performance, which fundamentally refers to the outcomes achieved by employees in the course of their work.

Leadership is arguably the most critical organizational characteristic to analyze in relation to performance. The performance of a leader determines whether the organization achieves its objectives. A leader is an individual capable of mobilizing a group of people to achieve shared goals. Leadership also directly affects organizational performance by influencing morale, job satisfaction, safety, and quality of work life. In addition to leadership, discipline represents a vital element in any organization. It serves as an indicator of a leader's effectiveness in addressing employee grievances and other issues related to work ethic and productivity.

Discipline is manifested through its consistent implementation, reflecting the seriousness and self-regulation of the workforce. When employees act contrary to organizational rules, disciplinary measures become necessary though these measures are taken only after careful deliberation. Work discipline has a positive influence on employee performance, as it signifies adherence to organizational rules and demonstrates individual accountability to the company. As such, work discipline must be cultivated and encouraged among all employees to support the organization in achieving its objectives.

The North Sumatra Provincial Office of Agriculture and Food Security is one of the public organizations highlighted in this study. Its employees play a critical role in delivering governmental functions at the regional level. Organizational culture is closely tied to the evaluation of its systems, beginning with aspects such as leadership, discipline, and motivation, which in turn influence employee performance levels.

Thanks to the agency's stable development and its relative success in achieving its goals, employees of the North Sumatra Provincial Office of Agriculture and Food Security have maintained a relatively high work performance index. However, no organization is entirely distinct when viewed through the lens of its constituent factors. In other words, the agency's ability to achieve its organizational objectives is heavily dependent on the extent to which individual employees are able to meet those objectives through their respective work.

According to Government Regulation No. 46 of 2011, every civil servant is required to develop and review an Employee Performance Target (Sasaran Kinerja Pegawai, SKP) at the beginning of each year. This SKP serves to guide employees' work and performance throughout the year. The SKP assessment comprises two components: work behavior, accounting for 40% of the total score—evaluated based on service orientation, commitment, discipline, teamwork, and leadership—and employee performance, comprising 60% of the total score. The latter is assessed by comparing the planned quantity, quality, time, and cost of work at the beginning of the year with the actual outcomes achieved at year-end.

Table 1. Average SKP Scores at the North Sumatra Provincial Office of Food Security and Horticulture

No	Year	Number of Employees	Average SKP	Percentage (%)
1	2021	80	77.21	(4.16%)
2	2022	80	71.01	(4.31%)
3	2023	80	74.45	(4.21%)

Source: North Sumatra Provincial Office of Food Security and Horticulture

Researchers in North Sumatra have collected data on the work performance of employees at the Provincial Office of Agriculture and Food Security based on a preliminary survey. Over the three consecutive years assessed (2021, 2022, and 2023), performance was rated as “Good” (range: 76–90) in two years, whereas in 2022 it was rated as “Moderate” (range: 61–75). This pattern suggests that employee performance at the North Sumatra Provincial Office of Food Security and Horticulture has yet to reach its full potential and even shows signs of decline. Employee attendance records also offer insight into the level of discipline and work motivation among staff.

Table 2. Employee Attendance Data at the North Sumatra Provincial Office of Food Security and Horticulture

No	Year	Number of Employees	Sick Leave	Authorized Leave	Annual Leave	Present	Absence Rate (%)
1	2021	80	52	115	118	104	2.1%
2	2022	80	34	73	115	121	2.4%
3	2023	80	18	85	110	130	2.6%

Source: North Sumatra Provincial Office of Food Security and Horticulture

The attendance data indicate that the proportion of employees present at work increased from 2.1% in 2021 to 2.4% in 2022, and further to 2.6% in 2023. In 2021, absenteeism was notably high due to a significant number of employees taking leave. In addition, the rising number of COVID-19 cases led to many employees contracting the virus, which forced them into weeks of hospitalization or self-isolation at home. Other contributing factors to the challenging work environment included a lack of supervisory oversight, frequent tardiness, employees taking on multiple tasks during work hours, and persistent absenteeism. When employees exhibit low enthusiasm for their work, this is often reflected in a lack of discipline, such as failure to complete assigned tasks adequately despite having sufficient time to do so.

Based on interviews and observations with staff at the North Sumatra Provincial Office of Agriculture and Food Security, the authors draw a preliminary conclusion that, in the current organizational climate—characterized by more decentralized work and leadership—strong leadership among employees is crucial. Competent leadership can enhance the performance of services or institutions. As argued by Wijaya Supardo (2006:4), leadership involves guiding an organization toward more rational directions and influencing others to achieve specific intentions, goals, or objectives. To fulfill their primary responsibilities and contribute meaningfully to organizational objectives, it is therefore essential for the head of a public service agency to exhibit strong leadership and foster relationships with staff in order to motivate them to perform effectively.

Declines in employee performance can stem from several factors, including diminished motivation to work well, delays in task completion that result in noncompliance with organizational rules, lack of peer support, and absence of exemplary role models. These factors collectively reflect a lack of enthusiasm and self-regulation among staff.

This study aims to examine the relationship between leadership, discipline, and motivation in relation to employee performance. To this end, the authors also identify the mediating variable of organizational culture, which aligns with the study’s conceptual framework. Organizational culture represents the guiding philosophy of an institution and encompasses the fundamental characteristics of “how things are done,” such as shared ideas, norms, customs, and values.

2. LITERATURE REVIEW

2.1. Leadership

"Leadership is the core of management," states Burbanuddin, as cited in Mesionon (2015:57), "because it is leadership that determines direction and goals."

In a company, several interdependent functions must be considered, such as planning, organizing, leading, and controlling. These are fundamental and inseparable functions of management, operating in a continuous and integrated manner. This definition makes clear that a leader must adopt an appropriate leadership style, provided they can understand and influence the behavior of individuals to achieve organizational objectives.

Scholars offer numerous definitions that shed light on what it means to be a leader. According to Andrew J. Dubrin (2006:4), "Leadership is an attempt to influence others through communication in order to achieve goals." This process motivates employees to give their best toward the attainment of established objectives. Similarly, Indriyo Gitosudarmo and Agus Mulyana (2007:216) argue that "Leadership is an effort to exert influence, rather than coercion, to motivate employees to work in accordance with the manager's expectations—namely, organizational performance."

Drawing from these perspectives, the researcher concludes that a leader does not force subordinates to comply with their own wishes. Rather, members of the organization should be able to contribute to achieving organizational goals through interaction and reciprocal engagement.

Safaria (2006:77) identifies the following leadership indicators:

- Supportive leadership: Characterized by efforts to ensure employee well-being and recognition. This leader is approachable, kind, and open.
- Directive leadership: Characterized by a strong guiding hand in supervising, monitoring, and controlling employees. The focus is on organizing tasks, scheduling, and setting expectations for work and behavior, with emphasis on adherence to rules and procedures.
- Participative leadership: Involves extensive consultation and dialogue with employees in decision-making processes.
- Achievement-oriented leadership: Characterized by setting high standards and challenging goals for employees, while demonstrating confidence in their potential and facilitating their maximal development.

2.2. Work Discipline

Discipline reflects a serious commitment to responsibilities and a determination to see tasks through to completion. Employees with high discipline tend to feel more invested in their work, which in turn supports the organization in achieving its goals. Therefore, it is critical for leaders to instill discipline in their subordinates. Maintaining and improving discipline requires deliberate effort, as employees do not automatically develop a disciplined mindset. Cultivating discipline demands consistent training and implementation of disciplined practices in the workplace.

Afandi (2016:1) defines work discipline as "a set of rules or provisions established by an organization's management, approved by the board of commissioners or shareholders, accepted by the labor union, and announced by the labor department, aimed at ensuring all employees comply with the established order." This order is created and sustained through actions exemplifying conformity, orderliness, regularity, and obedience.

Similarly, Hasibuan (2012:193) defines work discipline as "the knowledge and willingness to adhere to all organizational policies and prevailing societal norms." Sinambela (2016:334) echoes this by describing it as "compliance with the rules or directives set by the organization."

Discipline thus serves as a managerial tool to ensure that employees follow and fulfill their obligations under organizational policies, thereby preventing arbitrary behavior. Such an attitude is indispensable to organizational effectiveness.

Indicators of work discipline, adapted from Hasibuan (2012:194–198):

- Objectives
- Leadership model

- Compensation
- Fairness
- Sanctions for violations
- Consistency
- Interpersonal relationships

2.3. Motivation

According to Malayu (2015:23), *motivation refers to the process of encouraging subordinates to develop genuine interest in and commitment to their work, so that they devote all their resources to helping the organization achieve its objectives.*

An individual's willingness to work is driven by various motives, each of which serves a particular purpose, as explained by Hasibuan Malayu S.P. in Sunyoto Danang (2012:191). Similarly, Winardi (2016:6) defines motivation as *an internal force residing within each individual, shaped by external factors, primarily centered on monetary and non-monetary incentives, which can have either positive or negative effects on performance.*

Siagian (2015:290), drawing on Herzberg's theory, identifies the following indicators of motivation:

- **Achievement:** Leaders have a responsibility to provide subordinates with opportunities to succeed, enabling them to complete their tasks effectively. Leaders must also inspire their subordinates to face challenges even when they doubt their own abilities, and publicize their successes. This fosters a "can-do" mentality and a drive for challenging tasks.
- **Recognition:** When subordinates achieve results, their accomplishments should be acknowledged by those in authority. Recognition can take the form of verbal praise, letters of appreciation, financial rewards, medals, promotions, or other forms of acknowledgment.
- **The work itself:** Leaders should help employees see the value of their tasks, create an engaging work environment that avoids monotony, and assign responsibilities commensurate with the resources expended.
- **Responsibility:** To foster initiative and accountability, leaders should avoid micromanagement and allow subordinates to work independently wherever possible. Encouraging participation in planning and implementation processes further enhances this sense of responsibility.
- **Development:** Opportunities for personal and professional growth can be powerful motivators. As an initial step, leaders might assign more challenging tasks, rotate roles, or increase responsibilities. If successful, further incentives such as raises, promotions, and training opportunities can be offered.

2.4. Organizational Culture

Organizational culture also referred to as corporate culture represents the shared understanding of appropriate behaviors among employees within an organization. This culture is characterized by a relentless pursuit of efficiency, a zero-error mindset, a focus on outcomes and employee interests, and an emphasis on creativity and accuracy in task execution (Tampubolon, 2016:18).

Robbins (2003:305) defines corporate culture as *the shared understanding among members of what makes the organization distinctive.*

Dennison, as cited in Ferryansyah (2013:49), outlines the following indicators of organizational culture:

- **Involvement:** Growth, autonomy, teamwork, and competence.
- **Coordination and integration:** Consensus on core principles and consistency.
- **Adaptability:** Ability to enact change, customer focus, and organizational learning.
- **Mission:** Articulation of stated goals, long-term objectives, and strategic direction.

2.5. Employee Performance

Employee performance is defined by Mangkunegara (2014:8) as *the final result of an employee's efforts in carrying out assigned tasks in a timely and adequate manner.*

Wibowo (2010:7) explains that performance refers not only to the end product or output of an endeavor but also to the means employed in its execution. According to Nooralizad, Nadeholi, and Parivash (2011:217), *performance is observable and reflects individuals' contribution to organizational goals. High*

performance is one of the organization's key objectives in achieving high productivity, and the quality of human resources is equally vital in attaining superior performance.

The measurable components of performance are expressed through key performance indicators. Mangkunegara (2014:75) identifies the following performance indicators:

- Work quality: The standard of output achieved in the performance of tasks.
- Work quantity: The total amount of work accomplished.
- Dependability: The reliability of an employee, reflecting initiative, conscientiousness, perseverance, and adherence to instructions.
- Attitude: The employee's disposition toward the organization and collaborative work with colleagues.
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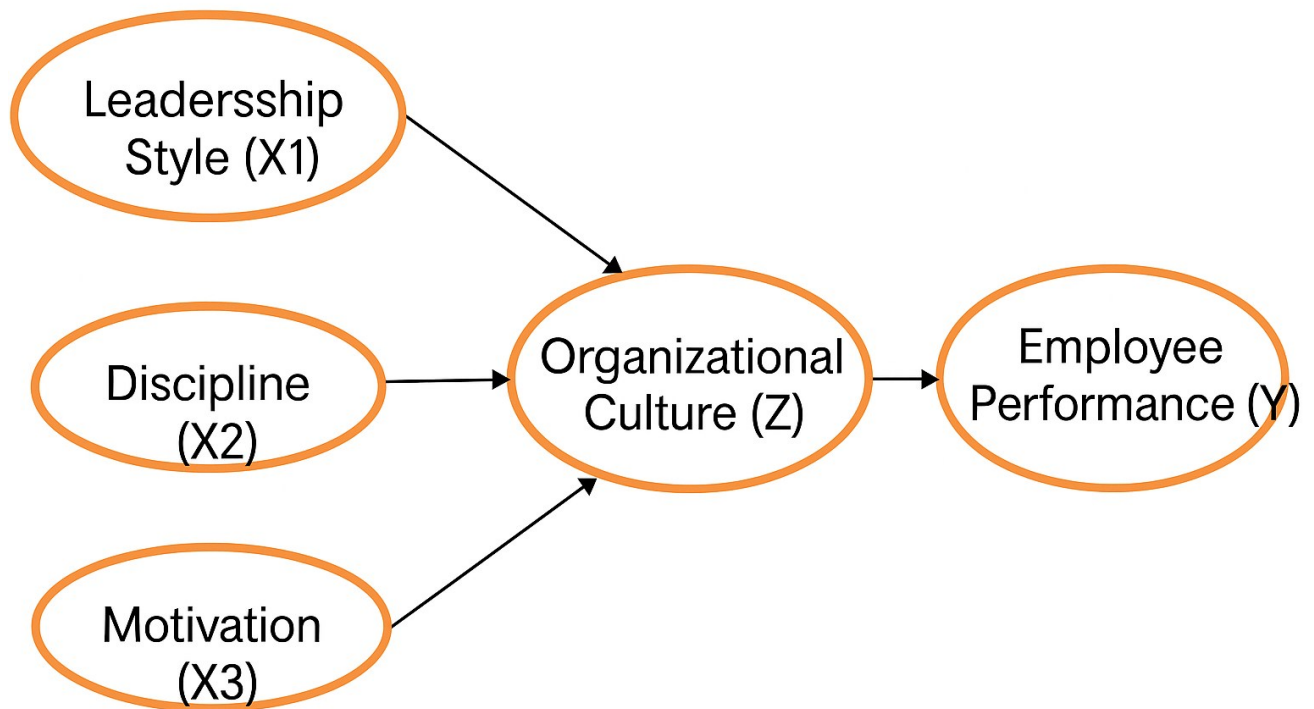


Figure 1. Conceptual Framework

2.6. Hypotheses

“A hypothesis is a provisional answer to a research problem, formulated in the form of a question,” according to Sugiyono (2009:96). To ensure that the discussion remains focused on the predetermined objectives, it is necessary to identify potential short-term solutions and use them as a framework for data collection. Based on the theoretical framework, the following hypotheses are proposed:

- **H1:** Leadership style has a significant effect on employee performance at the North Sumatra Provincial Office of Agriculture, Food Security, Food Crops, and Horticulture.
- **H2:** Discipline has a significant effect on employee performance at the North Sumatra Provincial Office of Agriculture, Food Security, Food Crops, and Horticulture.
- **H3:** Motivation has a significant effect on employee performance at the North Sumatra Provincial Office of Agriculture, Food Security, Food Crops, and Horticulture.
- **H4:** Organizational culture has a significant effect on employee performance at the North Sumatra Provincial Office of Agriculture, Food Security, Food Crops, and Horticulture.

- **H5:** Leadership style affects employee performance through the mediating role of organizational culture at the North Sumatra Provincial Office of Agriculture, Food Security, Food Crops, and Horticulture.
- **H6:** Discipline affects employee performance through the mediating role of organizational culture at the North Sumatra Provincial Office of Agriculture, Food Security, Food Crops, and Horticulture.
- **H7:** Motivation affects employee performance through the mediating role of organizational culture at the North Sumatra Provincial Office of Agriculture, Food Security, Food Crops, and Horticulture

3. METHODOLOGY

This study was conducted over a period of approximately three and a half months, from April 4, 2024, to July 20, 2024, and took place at the North Sumatra Provincial Office of Agriculture, Food Security, Food Crops, and Horticulture. The research setting was chosen because of its strategic role as a public institution tasked with ensuring agricultural productivity, food security, and the effective management of horticultural resources in the province. The institutional context provided a relevant environment to examine the dynamics of leadership, discipline, motivation, organizational culture, and their influence on employee performance within the framework of public sector management.

The population of this study comprised the entire workforce of the office, ensuring that the research captured the full range of employee experiences and perspectives. The total number of employees during the study period was 80, which constituted the entire population of interest. To maximize the representativeness of the findings, the researchers employed a census approach, also known as a saturated sampling technique. This approach was deemed appropriate given the manageable population size, as it allowed every employee to be included as a respondent, thereby minimizing sampling error and enhancing the validity of the results.

A quantitative research design was adopted, aligning with the study's objective to generate precise, measurable, and generalizable findings regarding the hypothesized relationships among the variables. This design facilitated the application of rigorous statistical techniques to test the proposed hypotheses and to assess the magnitude and significance of the observed effects. Quantitative methods were particularly suitable in this context as they enabled the researchers to capture objective patterns and correlations based on empirical data rather than subjective impressions.

Primary data were collected using a structured questionnaire developed specifically for the study. The questionnaire was designed to measure each of the key variables—leadership, discipline, motivation, organizational culture, and employee performance—through validated indicators derived from the literature. The instrument consisted of multiple-choice and Likert-scale items, enabling respondents to express their level of agreement or frequency of behavior on a standardized scale. This format ensured consistency of responses and facilitated subsequent statistical analysis. Prior to full deployment, the questionnaire was pre-tested with a small group of employees to ensure clarity, relevance, and reliability of the items, and minor adjustments were made based on the feedback received.

The data collection process was carried out in a controlled and systematic manner. Researchers coordinated with department management to schedule sessions that minimized disruption to work routines while ensuring full participation. Respondents were informed of the study's purpose and assured of confidentiality and anonymity to encourage honest and accurate responses. Completed questionnaires were collected and checked for completeness before being entered into the dataset.

Upon completion of data collection, the responses were compiled and analyzed using statistical software to derive descriptive and inferential statistics. These analyses included measures of central tendency, validity and reliability testing of the instrument, and hypothesis testing using regression analysis and mediation testing where appropriate. This methodological approach ensured that the study's conclusions were grounded in robust empirical evidence and conformed to established scientific standards for social science research.

4. RESULT AND DISCUSSION

4.1. Validity

Table 3. Validity Test Results

Variable	Indicator	Questionnaire Item	r-calculated	r-table	Result
Employee Performance (Y)	1	Y1	0.605	0.219	Valid
	2	Y2	0.494	0.219	Valid
	3	Y3	0.606	0.219	Valid
	4	Y4	0.602	0.219	Valid
Leadership (X1)	1	X1.1	0.601	0.219	Valid
	2	X1.2	0.590	0.219	Valid
	3	X1.3	0.399	0.219	Valid
	4	X1.4	0.672	0.219	Valid
Discipline (X2)	1	X2.1	0.447	0.219	Valid
	2	X2.2	0.521	0.219	Valid
	3	X2.3	0.625	0.219	Valid
	4	X2.4	0.323	0.219	Valid
	5	X2.5	0.347	0.219	Valid
	6	X2.6	0.510	0.219	Valid
Work Motivation (X3)	1	X3.1	0.721	0.219	Valid
	2	X3.2	0.568	0.219	Valid
	3	X3.3	0.553	0.219	Valid
	4	X3.4	0.611	0.219	Valid
Organizational Culture (Z)	1	Z1	0.669	0.219	Valid
	2	Z2	0.551	0.219	Valid
	3	Z3	0.670	0.219	Valid
	4	Z4	0.616	0.219	Valid

Source: Primary Data Processed, 2024

All questionnaire items are deemed valid as the significance values are below 0.05, as shown in the validity test results above. Therefore, the research instruments employed in this study are suitable for collective use in future experiments.

4.2. Reliability Test

Table 4. Reliability Test Results

Research Variable	Cronbach's Alpha	Result
Employee Performance (Y)	0.702	Reliable
Leadership (X1)	0.692	Reliable
Discipline (X2)	0.649	Reliable
Motivation (X3)	0.729	Reliable
Organizational Culture (Z)	0.738	Reliable

Source: Primary Data Processed, 2024

As the reliability coefficients approach 1 and exceed 0.60, the instrument demonstrates adequate internal consistency. This indicates that the items pertaining to each variable appropriately reflect the construct being measured.

4.3. Classical Assumption Testing

4.3.1. Normality Test

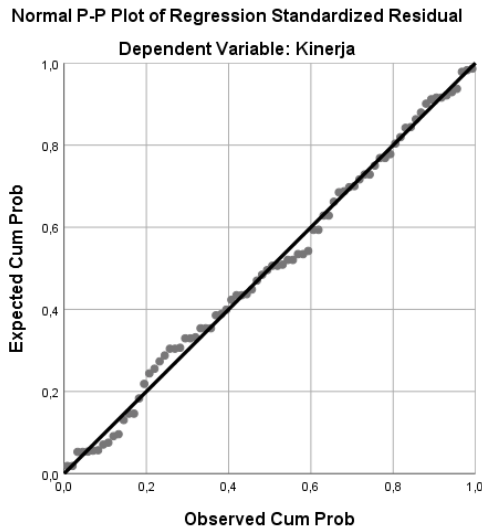


Figure 2. P-Plot Test

The study employed a normality test, as statistical analyses such as ANOVA and *t*-tests assume that the data follow a normal distribution. The normality test results indicate that most data points lie close to the mean and align near the curve line in the P-Plot, suggesting that the normality assumption is met.

4.3.2. Multicollinearity Test

Table 5. Multicollinearity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	<i>t</i>	Sig.	Collinearity Statistics
	B	Std. Error	Beta			
(Constant)	6.162	2.296		2.683	0.009	
Leadership	0.497	0.126	0.487	3.932	0.000	
Discipline	0.086	0.100	0.103	0.865	0.390	
Motivation	0.034	0.128	0.034	0.265	0.792	

Dependent Variable: Employee Performance

The table above shows that all independent variables have tolerance values greater than 0.1 and VIF values less than 10. This indicates that all variables are free from multicollinearity, satisfying the assumption of independence among predictors.

4.3.3. Heteroscedasticity Test

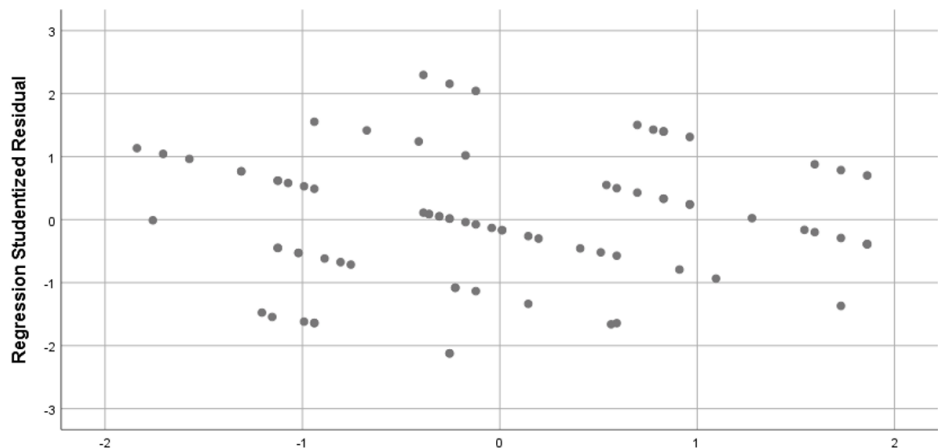


Figure 3. Heteroscedasticity Test

The residuals appear to be randomly dispersed around the horizontal (zero) line, with no discernible pattern. This suggests that the variance of the residuals is constant, confirming the assumption of homoscedasticity.

4.4. Discussion

4.4.1. Effect of Leadership on Organizational Culture

Based on these findings, leadership does not have a beneficial influence on organizational culture. The leadership variable yielded a coefficient of -0.351 , suggesting that it does not contribute positively to organizational culture, as evidenced by the negative standardized coefficient.

4.4.2. Effect of Discipline on Organizational Culture

Discipline was found to have a significant positive impact on organizational culture in this study. With a positive direction and a coefficient of 0.205 , the discipline variable improves employees' organizational culture scores as the variable itself increases. The findings indicate that discipline shapes organizational culture, where discipline is defined as "*a sense of responsibility and commitment to assigned tasks*" or "*an obligation to fulfill duties*," typically initiated through top-down encouragement.

4.4.3. Effect of Motivation on Organizational Culture

This study shows that motivation has only a minimal and unidirectional effect on organizational culture. Moreover, the standardized coefficient is very low, at -0.061 . As part of the human resource management function, employees at the North Sumatra Provincial Office of Food Security, Food Crops, and Horticulture strive to maintain high-quality personnel and outputs. Nevertheless, the findings reveal no meaningful pathway linking motivation to organizational culture.

4.4.4. Effect of Organizational Culture on Employee Performance

The data demonstrate that organizational culture significantly influences employee performance, with a partial effect size of 0.78 . This variable specifically highlights the role of organizational culture in enhancing performance. Indeed, organizational culture has a positive and statistically significant effect on employee performance, as predicted by the hypothesis test. In the context of the North Sumatra Provincial Office of Food Security and Horticulture, a strong organizational culture clearly emerges as a key factor in improving employee performance, as it fosters well-being and accountability. These findings corroborate those of Chen (2004), who also found that organizational culture impacts productivity.

4.4.5. Effect of Leadership on Employee Performance

Employee performance at the North Sumatra Provincial Office of Food Security, Food Crops, and Horticulture is positively and significantly influenced by leadership style. With a positive direction and a regression coefficient of 0.487 , the leadership variable enhances employee performance for each one-unit increase in its score. The first hypothesis test confirms that leadership style significantly affects employee performance, demonstrating the substantial impact of leadership actions on employee outcomes. Employees report higher job satisfaction when they maintain strong, supportive relationships with supervisors and colleagues, which directly correlates with the quality of supervision they receive. Muhammad Fauzan Baihaqi (2010) supports these findings, stating that "*Leadership style has a positive and significant effect on job satisfaction.*"

4.4.6. Effect of Discipline on Employee Performance

Employee performance (Y) is the dependent variable, and discipline exerts a partial and significant influence on it. The findings lead to the conclusion that while self-disciplined individuals strive to achieve their goals, discipline alone does not guarantee success unless it is directed toward organizational objectives and meets quality standards. Among the many factors influencing employee performance, management style and work discipline are among the most critical. This quantitative study involved 80 employees of

the North Sumatra Provincial Office of Food Security, Food Crops, and Horticulture, utilizing survey data analyzed through established assumption-testing approaches. Discipline was found to have a notable effect on employee performance ($r = 0.103$), a result consistent with Nova Syafrina's (2017) study, "*The Effect of Work Discipline on Employee Performance at PT Suka Fajar Pekanbaru.*"

4.4.7. Effect of Motivation on Employee Performance

Employee performance (dependent variable Y) is also slightly but significantly influenced by intrinsic motivation in this study. Motivation positively impacts performance, consistent with Robbins (2001), who states that motivated individuals are willing to work harder to help the organization achieve its goals. However, while enthusiasm drives maximum effort, it does not always result in exceptional outcomes unless focused on organizational objectives and delivered with high quality. Leadership approach and employees' intrinsic drive are two of many factors that shape workplace productivity. This quantitative descriptive-verification study involved 81 employees of the North Sumatra Provincial Office of Food Security, Food Crops, and Horticulture. Data were collected through surveys and analyzed using a multiple linear regression model. The motivation variable had a coefficient of 0.34, confirming that motivation significantly contributes to employee output. These findings are reinforced by Muhamad Ekhsan (2019) in his study, "*The Effect of Motivation and Work Discipline on Employee Performance.*"

4.4.8. Effect of Leadership on Employee Performance through Organizational Culture

It can be concluded that organizational culture mediates the relationship between leadership and performance, as evidenced by a Sobel test statistic of 0.840 with a significance level of 0.000. Therefore, organizational culture significantly mediates the effect of leadership on performance. This conclusion is supported by Harris Kristanto (2020) in "*The Effect of Leadership Style on Performance through Job Satisfaction.*"

4.4.9. Effect of Discipline on Employee Performance through Organizational Culture

The Sobel test results indicate that organizational culture does not mediate the relationship between discipline and performance, with a test statistic of 0.840 and a significance level of 0.390. Thus, applying discipline to improve performance through organizational culture appears ineffective.

4.4.10. Effect of Motivation on Employee Performance through Organizational Culture

Finally, it can be concluded that organizational culture mediates the relationship between motivation and performance, but with limited effectiveness, as shown by a Sobel test statistic of 0.428 and a significance level of 0.792. Hence, organizational culture does not significantly moderate the influence of motivation on performance when applied in this way.

5. CONCLUSIONS

The organizational culture of the North Sumatra Provincial Office of Food Security, Food Crops, and Horticulture was found not to be influenced by leadership, whereas discipline played a significant role in shaping the organizational culture. Furthermore, the organizational culture did not exhibit a positive and significant impact on employee motivation. However, the organizational culture strongly influenced employee performance, as it fosters a sense of well-being and responsibility among staff. Workplace leadership demonstrated a positive and significant effect on employee performance. The office observed a statistically significant improvement in employee performance following the implementation of partial work discipline and motivation measures. Additionally, organizational culture was shown to mediate the relationship between leadership and employee performance, whereas the effects of discipline and motivation on performance were not mediated by organizational culture.

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