

Analysis of Work Discipline and Leadership Style on Employee Performance Through Organizational Culture on Employee Performance at the National Narcotics Agency Work Unit of North Sumatra

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Abstract— This research aims to determine and analyze the influence of work discipline and leadership style on employee performance in Organizational Culture Mediation at the National Narcotics Agency Work Unit (Satuan Kerja Badan Narkotika Nasional) of North Sumatra Province. The type of research used is quantitative. The population and sample in this study were all permanent employees in the North Sumatra Province BNN Satker, totaling 50 employees (saturated sample). The data source used in this research is primary data. Data were analyzed using the Structural Equation Modeling (SEM) method based on Partial Least Square (PLS) using SmartPLS software. The results of the research state that there is a positive and significant influence between work discipline and organizational culture, next there is a positive and significant influence between leadership style and organizational culture, then there is a positive and significant influence between organizational culture on employee performance, there is a positive and significant influence between discipline work and employee performance, there is no positive and significant influence between leadership style and employee performance, there is a positive and significant influence of work discipline on employee performance mediated by organizational culture, there is a positive and significant influence of leadership style on employee performance mediated by organizational culture in the Satker Provincial National Narcotics Agency

Keywords— *Work discipline, leadership style, employee performance, organizational culture*

I. INTRODUCTION

The important role of work discipline for employees is so that every employee always tries to maintain and develop discipline at work to achieve the best work results and employees must perform well (Yuliantika & Faddila, 2023).

The National Narcotics Agency is a Government Institution that plays a very important role in eradicating the circulation of illegal drugs in the territory of the Republic of Indonesia, so that in the implementation of so much work, BNN in Indonesia is divided into Work Unit units, one of which is the North Sumatra Provincial Narcotics Agency Work Unit.

In carrying out a series of organizational activities of the North Sumatra Province BNN, of course, these obstacles are

always experienced by every organization, one of which is related to the problem of work discipline of employees of the North Sumatra Province BNN Work Unit. Based on previous research (Crisnina, 2023), it is stated that there are still BNN employees/employees of North Sumatra Province who are late for morning apples and come to the office.

Of course, the above problems can be solved if organizations can consider these indicators of work discipline (Pranitasari & Khotimah, 2021) as follows: punctuality of arrival at work, accuracy of return home, compliance with applicable regulations, use of work uniforms that have been used, responsibility in doing tasks, carrying out work tasks until they are completed every day.

In addition to work discipline, there is also a leadership style applied by a company or organization in leading its organization. Leadership style includes a person's way or attitude in leading and carrying out their duties and how a person views those who lead them. Leadership style also includes several things, including the attitude, strategy, philosophy, and competence possessed by a leader in influencing his employees to provide good performance (Suaidy & Rony, 2023).

Many leadership style problems have surfaced, because fatal mistakes made by leaders can have an impact on the development of the organization. As well as the leadership style problem that occurred in the North Sumatra Province BNN Task Force, based on the observation at the beginning of the study that the leadership style applied by the North Sumatra Province BNN is still not optimal where there are still many employees who have not obeyed the rules and regulations that have been implemented by the North Sumatra Province BNN as explained in the work discipline problem.

It is the same as described above that every problem that occurs can be solved, but it depends on how the organization responds to the problem. Likewise, the problem of leadership style in the North Sumatra Province BNN, this problem can be solved if several indicator approaches can be used in solving leadership style problems according to Haris in (Akhiriani & Risal, 2023) as follows: decision-making, relationships between superiors and subordinates, goal setting, problem solving.



Employee performance is needed in order to achieve good and high achievements, in realizing this various efforts and appropriate methods are needed so that all elements related to an organization do not deviate from the performance that has been previously determined (Najib, 2019).

In the body of the North Sumatra Province BNN Task Force organization, there are performance problems that have not been completed, based on previous research (Crisnina, 2023) stated that the performance problems of the North Sumatra Province BNN Task Force include employee performance that is not in accordance with the rules that have been set by the organization, so that it can be seen that North Sumatra Province BNN employees/employees still make mistakes in carrying out their work.

To overcome the above employee performance problems, employee performance indicators are needed as a measuring tool to solve these problems, the employee performance indicators are as follows according to Mangkunegara (2014) in (Safitri, 2022): work quality, work quantity, responsibility, cooperation and initiative.

In order to improve employee performance, every member of the organization must be able to develop an organizational culture where the employee works. So that every employee who works in the organization can be motivated and carry out their work and sincerely work (Zainuddin & Nasikhah, 2020).

II. METHOD

The type of research that researchers use is quantitative research. The location of the research was carried out at the National Narcotics Agency Work Unit of North Sumatra Province. The population and sample in this study are all permanent employees in the North Sumatra Province BNN Task Force which amounted to 50 employees (saturated sample). The data source used in this study is primary data.

Tabel 1. Definisi Operasional Variabel

Types of Variables	Definition	Indicator
Employee Performance (Y)	Performance is the result of work done by an employee in carrying out his responsibilities (Siswadi, 2023)	According to Mangkunegara (2014) in (Safitri, 2022): 1. Quality of work 2. Working quantity, 3. Responsibility 1. Kerjasama dan 2. Inisiatif.
Work Discipline (X1)	Work discipline is an obligation to the regulations that have been set by an organization and are mandatory for employees to	According to (Pranitasari & Khotimah, 2021) the indicators of work discipline are as follows: 1. Punctuality of workplace dating

Types of Variables	Definition	Indicator
	comply with (Waruwu, 2024)	2. Accuracy of the time to go home 3. Compliance with applicable regulations 4. Use of used work uniforms 5. Responsibilities in doing tasks 6. Carry out work tasks until they are completed every day.
Leadership Style (X2)	Leadership Style is an attitude shown by an individual in influencing subordinates (Nurjaya et al., 2020)	According to Haris in (Akhiriani & Risal, 2023) as follows: 1. Decision 2. The relationship between superiors and subordinates, 3. Goal setting 4. Troubleshooting
Organizational Culture (Z)	Organizational culture is a system for spreading beliefs and values that develop in an organization and direct the behavior of its members (Suwandi et al., 2023)	According to (Sucipto et al., 2019) the indicators of organizational culture are: 1. Innovative to take into account risks 2. Paying attention to every problem 3. Oriented to the results to be achieved 4. Oriented to all employee interests 5. Aggressive at work 6. Maintain and maintain work stability

Data analysis in this study uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software. According to (Gozali, 2014) Partial Least Square (PLS) is a fairly powerful analysis method because it is not based on many assumptions.

III. RESULT AND DISCUSSION

A. Result

- Outer Models Analysis
Composite Reliability

The statistics used in the measurement of composite or construct reliability calculations are as follows: a composite reliability value of more than 0.6 means that the construct is reliable or has high reliability as a measuring tool. A threshold value of 0.6 or higher indicates acceptable, while an acceptable threshold value between 0.8 and 0.9 indicates very satisfactory

Table 2. Result Composite Reliability

	Composite Reliability
Job Training (X1)	0,827
Work Motivation (X2)	0,803
Employee Performance (Y)	0,779
Compensation (Z)	0,813

Data Source : Data SEM-PLS 2024

The conclusions of composite reliability testing are as follows:

1. The Job Training variable is reliable because of the Composite Reliability value of 0.771
2. The Work Motivation variable is reliable because of the Composite Reliability value of 0.745
3. Employee Performance Variable is reliable because of the Composite Reliability value of 0.804
4. The Compensation variable is reliable because of the Composite Reliability value of 0.815

2. Average Variance Extracted (AVE)

AVE, or the average size of the extracted variance, balances the variance that an item can account for with variations due to measurement errors. If the AVE score exceeds 0.5, the construct has excellent convergence validity. Latent factors can explain almost 50% of the variance of the indicator

Table 3. Hasil Average Variance Extracted

	Composite Reliability
Job Training (X1)	0,778
Work Motivation (X2)	0,815
Employee Performance (Y)	0,884
Compensation (Z)	0,871

Data Source : Data SEM-PLS 2024

The conclusion of the AVE test is as follows:

1. The Work Discipline variable is reliable, because the AVE Test score is 0.787
2. The Leadership Style variable is reliable, because the AVE Test score is 0.815

3. Employee Performance Variables, because the AVE Test score is 0.884
4. Organizational Culture Variable is reliable, because the AVE Test score is 0.771

B. Inner Models

1. R-Square

R-Square is a measure of the proportion of variation in the value of the variable that is affected (endogenous) and can be explained by the variable that affects it (exogenous). This is useful for predicting whether the model is good or bad (Juliandi, 2018). The criteria for R-Square according to Juliandi (2018) are as follows:

- 1). If the value of R2 (adjusted) = 0.75 → the model is substantial (strong).
- 2). If the value of R2 (adjusted) = 0.50 → medium model.
- 3). If the value of R2 (adjusted) = 0.25 → the model is weak (bad).

Table 4. Result Composite Reliability

	R-Square	R-Square Adjusted
Employee Performance	0,813	0,854

The conclusion of the r-square value test on employee performance of the R-Square Adjusted path model using the moderator variable is 0.854 This means that the variables of Work Discipline and Leadership Style (interaction of organizational culture with work discipline and leadership style) in explaining employee performance are 85.4%. Thus, the model is classified as substantial (strong).

2. Direct Effect

The purpose of direct influence analysis is to test the hypothesis of a direct influence of a variable that affects (exogenous) on the variable in question. influence (endogenous) (Juliandi, 2018). Probability/significance value (P-Value):

- If the P-Values < 0.05, it is significant.
- If the P-Values > 0.05 then it is not significant.

Tabel 5. Direct Effect

	Path Coefficient	T statistics (O/STDEV)	P values
X1 -> Z	0,432	2,211	0,01
X2 -> Z	0,521	3,037	0,00
Z -> Y	0,473	6,018	0,02
X1 -> Y	0,541	1,698	0,02
X2-> Y	0,447	0,373	0,06

The conclusion of the direct influence values in the table above is as follows:

1. Work Discipline on Organizational Culture: Path coefficient = 2.211 > T-Table = 1.660, meaning that the influence of X1 on Y is significant
2. Leadership Style on Organizational Culture: Path coefficient = 3.037 > T-Table = 1.660, meaning that the influence of X2 on Z is significant.
3. Organizational Culture on Employee Performance: Path coefficient = 6.018 > T-Table = 1.660, meaning that the influence of Z on Y is significant.
4. Work Discipline on Employee Performance: Path coefficient = 1.698 > T-Table = 1.660, meaning that the influence of X1 on Y is significant.

Leadership Style on Employee Performance: Path coefficient = 0.037 > T-Table = 1.660, meaning that the influence of X2 on Y is insignificant.

C. Indirect Effect

The purpose of direct influence analysis is to test the hypothesis of a direct influence of a variable that affects (exogenous) on the variable in question. influence (endogenous) (Juliandi, 2018). Probability/significance value (P-Value):

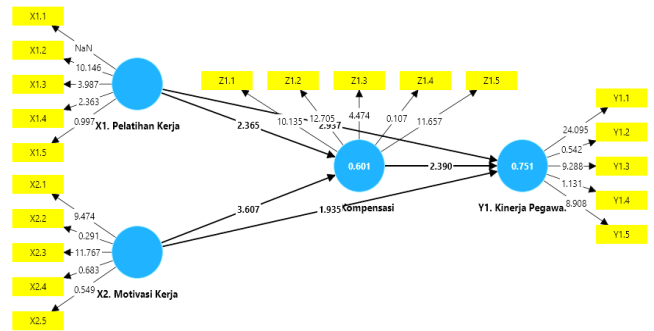
- If the P-Values < 0.05, it is significant.
- If the P-Values > 0.05 then it is not significant.

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
X1->Y->Z	0,434	0,312	0,337	8,229	0,04
X2->Y->Z	0,521	0,423	0,331	9,055	0,03

The conclusion of the direct influence values in the table above is as follows:

1. Work Discipline on Employee Performance in Organizational Culture Mediation: Path coefficient = 8.229 < T-Table = 1.660, meaning that the moderator variable (organizational culture) is able to moderate the influence of endogenous variables (work discipline) on exogenous variables. (employee performance).
2. Leadership Style on Employee Performance in Organizational Culture Mediation: Path Coefficient = 9.055 Leadership Style on Employee Performance in Organizational Culture Mediation: Path Coefficient = 9.055 < T-Table = 1.660, meaning that the moderator

variable (organizational culture) is able to moderate the influence of endogenous variables (leadership style) on exogenous variables. (employee performance).



Gambar 1. T-Value Inner and Outer Model

The t-test carried out is the result of the t-test from the bootstrap calculation. The results of the t-test in the figure above will then be compared with the t-value of the table. The analysis of the results of this study is an analysis of the suitability of theories, opinions and previous research that has presented the results of previous research and what behavioral patterns must be done to overcome this.

7. The Influence of Work Discipline on Organizational Culture

From the results of the statistical test, Work Discipline (X1) has a significant effect on Organizational Culture (Y). This is clearly seen from the results of the calculation (2.211) > ttable (0.1660) with P-Values (0.01) < 0.05, then H0 is rejected, which shows that there is indeed a positive and significant influence of work discipline on organizational culture in the North Sumatra Province BNN Task Force. This is very consistent with research (Bunjamin & Yosepha, 2021) which states that there is a positive and significant influence of work discipline on the organizational culture of the Jakarta and Banten Regional Technical Centers.

B. DISCUSSION

1. The Influence of Leadership Style on Organizational Culture

From the results of the statistical test, Leadership Style (X2) has a significant effect on Organizational Culture (Y). This is clearly seen from the results of tcount (3.037) > ttable (0.1660) with P-Values (0.01) < 0.05, then H0 is rejected which shows that there is indeed a positive and significant influence of leadership style on organizational culture in the North Sumatra Province BNN Task Force. This is very consistent with research (Ridwan, 2024) which states that leadership style affects organizational culture in employees of the Banjarmasin City Regional Development Planning, Research and Development Agency.

The Influence of Organizational Culture on Employee Performance

From the results of the statistical test, Organizational Culture (X2) has a significant effect on Employee Performance (Y). This is clearly seen from the results of the calculation (6.018) > ttable (0.1660) with P-Values (0.00) < 0.05, then H0 is rejected which shows that there is indeed a positive and significant influence of organizational culture on employee performance in the

North Sumatra Province BNN Task Force. This is very consistent with research (Hadju & Adam, 2019) stating that organizational culture affects employee performance at the Bone Bolango Regency Transportation Office.

1. The Effect of Work Discipline on Employee Performance

From the results of the statistical test, Work Discipline (X1) has a significant effect on Employee Performance (Y). This is clearly seen from the results of the calculation $(1.698) > t_{table} (0.1660)$ with P-Values $(0.01) < 0.05$, then H_0 is rejected which shows that there is indeed a positive and significant influence of work discipline on organizational culture in the North Sumatra Province BNN Task Force. This is very much in accordance with research (Chassanah, 2023) which states that work discipline affects the performance of employees of PT. United Pacific Solutions South Jakarta .

2. The Influence of Leadership Style on Employee Performance

From the results of the statistical test, Leadership Style (X2) has a significant effect on Employee Performance (Y). This is clearly seen from the results of the calculation $(0.373) < t_{table} (0.1660)$ with P-Values $(0.01) < 0.05$, then H_a is accepted, which shows that there is no positive and significant influence of leadership style on employee performance in the North Sumatra Province BNN Task Force. This is very consistent with research (Makalew et al., 2021) that leadership style has a significant positive effect on employee performance at PT. AKR Land Authority Golf Manado.

3. The Effect of Work Discipline on Employee Performance in Organizational Culture Mediation

From the results of the statistical test, Work Discipline (X1) has a significant effect on Employee Performance (Y) in Organizational Culture Mediation. This is clearly seen from the results of the calculation $(8.229) < t_{table} (0.1660)$ with P-Values $(0.01) < 0.05$, then H_0 is rejected which shows that there is a positive and significant influence of work discipline on employee performance in the mediation of organizational culture in the North Sumatra Province BNN Task Force. This is in stark contrast to research (Retnaningtyas et al., 2022) which states that work discipline has no effect on employee performance and organizational culture is unable to mediate work discipline and employee performance at the Bantaran Health Center, Bantaran District, Probolinggo Regency.

4. The Influence of Leadership Style on Employee Performance in Organizational Culture Mediation

From the results of the statistical test, Leadership Style (X2) has a significant effect on Employee Performance (Y) in Organizational Culture Mediation. This is clearly seen from the results of the calculation $(9.005) < t_{table} (0.1660)$ with P-Values $(0.01) < 0.05$, then H_0 is rejected which shows that there is a positive and significant influence of leadership style on employee performance in organizational culture mediation in the North Sumatra Province BNN Task Force. This is very much in line with research (Retnaningtyas et al., 2022) which states that democratic leadership styles have an effect on organizational culture and are mediated oleh budaya

organization at UPTD Bantaran Health Center, Bantaran District, Probolinggo Regency

IV. CONCLUSION

Based on the results and discussions that have been described above, it is concluded that there is a positive and significant influence of work discipline with organizational culture, then there is a positive and significant influence between leadership style and organizational culture, then there is a positive and significant influence of organizational culture on employee performance, there is a positive and significant influence between work discipline and employee performance, There is no positive and significant influence between leadership style and employee performance, there is a positive and significant influence of work discipline on employee performance mediated by organizational culture, there is a positive and significant influence of leadership style on employee performance mediated by organizational culture in the North Sumatra Province BNN Task Force.

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