

Employee Performance Analysis: A Study At PT Panin Securities Semarang

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ABSTRACT

This study aims to determine the effect of leadership style, organizational culture, and work motivation on the performance of Panin Securities employees. This type of research uses quantitative methods. The population determined in this study were employees at Panin Securities, totaling 35 people. In sampling, the technique used is to use saturated samples. Data was collected using questionnaires and then analyzed using multiple linear regression methods. The data was processed using SPSS (Statistical Program for Social Science) version 25 with a validity test, reliability test, normality test, heteroscedasticity test, multicollinearity test, regression analysis, hypothesis test, f test, and coefficient of determination. The results showed that leadership style has a significant positive effect on employee performance, organizational culture has a considerable positive impact on employee performance, and work motivation has a substantial positive effect on employee performance. Based on simultaneous tests, the variables of leadership style, organizational culture, and work motivation show working together influences overall employee performance. Companies must continuously evaluate and monitor to influence style leadership, culture, organization, and motivation. Work to performance employees. Through surveying employees, performance data analysis, and feedback sessions, the company can identify areas that need repair and implement appropriate corrective action.

Keywords: Leadership Style; Organizational Culture; Work Motivation; Employee Performance.

INTRODUCTION

During Indonesia's increasing economic demands and industrial development in the era of globalization, the conditions of today's society are growing rapidly, bringing changes in human life. These changes bring high demands on everyone to further improve the quality of their Work. Changes influence these changes in transportation technology, information, and computer applications from various aspects of business. Meanwhile, an agency or company finds multiple ways to deal with changes and competition and achieve goals. Often, we see several problems that cause an agency or company to fail to achieve a goal, either because of its inability to compete and adapt to current technological advances or the human resources' low performance. So, agencies or companies know that humans are the most important factor in the success of an agency or company to achieve goals.

Within the commerce world, offices or companies are required to make tall worker execution for company advancement, where an organization or company must

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be able to construct and move forward the execution and quality of Human Assets (HR) in its environment. Agreeing to Mardhiyah et al. (2021), a company's human assets (HR) are exceptionally vital. Human Asset Administration (HRM) is the science and craftsmanship of overseeing the relationship and part of labor so that it viably and effectively makes a difference realize the objectives of the company, workers, and society. Its capacities incorporate arranging, organizing, coordinating, controlling, acquirement, improvement, stipend, integration, upkeep, discipline, and expulsion. The objective is for the company to urge benefit more noteworthy than the bank intrigued rate rate. Representatives get fulfillment from their Work. The community receives great merchandise or administrations at a fair price and is continuously accessible within the showcase, whereas the government continuously trusts to induce charges.

Execution is the result of Work that can be accomplished by a individual or gather of individuals in an organization by their particular obligations and specialist to attain organizational objectives. Concurring to Baihaki (2021), execution is the level of adequacy and administration within the utilize of offices for organizational development. One of the companies that creates Human Assets (HR) to give administration to the community locked in within the capital advertise is Panin Securities.

Panin Securities in Semarang is one of the securities companies present to provide investment needs to investors, individuals, private companies, and government agencies. Panin Securities is located at Panin Building Jl. Pandanaran No. 6-8. Semarang. Central Java. Panin Securities provides services through Internet media and was established in 1989. Since its establishment, PT Panin Sekuritas has provided services with integrity in the capital market, which has been supervised by the Financial Services Authority (OJK). This company offers innovation so that it can compete with other securities companies. One of the products provided is stock trading. Stock trading is a buying and selling service with an experienced research team. With a research team consisting of several divisions in each branch, one of which is in Semarang City. The research team provides services to customers in each company and students on all campuses in Indonesia. Panin Securities makes buying and selling transactions easy for customers. So, with that, they launched an application called Post.

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Panin Sekuritas Kota Semarang has 35 team members, including administrator, treasurer, equity sales officer I, and equity sales officer II. The team is led by a Branch Manager who provides directions to his team leader to carry out the task, and a team leader leads each team. There is a phenomenon in the field where the target for creating investor accounts from January to April is not met; here is the data:

Table 1: Account Creation Data of Panin Securities Investors in January - April 2023

No	Month	The Number of Targets That Must Be Achieved	The Number of Targets Achieved	Difference In Target Number
1.	January	30	24	6
2.	February	30	20	10
3.	March	30	18	12
4.	April	30	11	19

Source: Account Data of Panin Securities

Based on table 1, in January to April the target for opening new accounts was never achieved. Where from the target set by the company of 30 new accounts each month, in January only 24 accounts were achieved, in February 20 accounts, in March 18 accounts and in April only 11 accounts. The failure to achieve the target of creating new accounts at PT Panin Sekuritas in Semarang could be caused by leadership style factors. The role of leadership is very important for every leader because leadership is the way a leader organizes the running of the company, starting from the smallest to the biggest thing. In that case, subordinates will make role models in a company. According to Holidin (2018), leadership influences an organization's goals. Leadership is a person's ability to impact an organization to accomplish a set vision. Leadership is considered a significant capacity to inspire employees to contribute to achieving company goals.

According to Baskoro (2022), the factors that influence leadership styles at the individual and social group levels are knowledge and skills, personal characteristics, deviations, and styles of decision-making. The external factor that influences leadership is the situation. Situational factors affect aspects of time, the development of science and knowledge, and human culture.

Organizational culture variable components can moreover influence representative execution as the establishment of administration frameworks and exercises in each organization. Agreeing to Supardi (2022), organizational culture is the

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values and standards received and carried out by the organization around the environment in which it carries out its exercises. In the meantime, concurring to Ansari (2022), an organization's framework, values, convictions, and propensities act with each other with its formal framework structure to create standards of organizational behavior. The quality of organizational culture will be shaped agreeing to time; the longer the culture is prepared, the higher the quality of the culture the organization has.

Another variable that influences worker execution is the work inspiration variable. Agreeing to Hermani (2018), work inspiration is the arrangement of the driving constraint that makes a person's enthusiasm so that they need to work together, work successfully, and coordinate with all their efforts to realize the required fulfillment. Inspiration is impacted by two variables: outside components and inner variables. Outside variables are the work environment, pioneers, and their administration. In the meantime, inner variables are people, education, experience, and future want. Inspiration must be given to workers so that they don't continuously complain almost trifling things, don't abuse the rules given by the company, and don't fault individual workers.

Table 2: Research Gap

Issue	Results	Researcher (Year)
There are different research results regarding the effect of leadership style on employee performance.	Leadership style has a positive influence on employee performance.	- Panji Setya Depitra, and Herman Soegoto (2018) - Kurnia Tri Jayanti, and Lela Nurlaela Wati (2019)
	Leadership style has an insignificant influence on employee performance.	- Erni Sukmawati, Sri Langgeng Ratnasari, and Zulkifli (2020)
There are different research results regarding the effect of organizational culture on employee performance.	Organizational culture has a positive influence on employee performance.	- Kardinah Indrianna Meutia, and Cahyadi Husada (2019) - Supardi, and Aulia Anshari (2022)
	Organizational culture has an insignificant effect on employee performance.	- Wan Dedi Wahyudi, and Zulaspan Tupti (2019)
There are different research results regarding the effect of	Work motivation has a positive impact on employee performance	- Natalia Susanto (2019) - Nurmin Arianto (2020)

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work motivation on employee performance.	Work motivation does not affect employee performance.	- Risky Nur Adha, Nurul Qomariah, and Achmad Hasan Hafidzi (2019)
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Source: from a variety of journals

It is clarified that there are contrasts in investigate from different analysts with respect to administration fashion, organizational culture, and work inspiration on representative execution. The administration fashion variable examined by Depitra et al. (2018) states that authority fashion emphatically impacts the execution of Bank Negara Indonesia KCU Bandung representatives. This can be bolstered by analysts Jayanti et al. (2019), who state that administration fashion essentially and emphatically impacts representative execution at PT Fastrata Buana. Be that as it may, it is contrarily relative to inquire about by Sukmawati et al. (2020), which states that administration fashion has an inconsequential impact on worker execution at the Al Muhajirin Dotamana Establishment.

THEORETICAL BACKGROUND

Employee performance

Performance is the result or by and large level of victory of a individual amid a certain period in carrying out assignments compared to different conceivable outcomes, such as standard work comes about, targets, or objectives and criteria that have been decided in progress and commonly concurred upon (Rosmaini, 2019). Performance indicators, according to Russell et al. (2021), are:

1. Quality
2. Quantity
3. Accuracy time
4. Effectiveness
5. Connection between individuals

Leadership Style

Leadership style is how a pioneer carries out his authority work or his administration work in leading his subordinates (Mattayang, 2019). Leadership style is additional behavior and procedure, the result of a combination of thoughts, abilities,

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characteristics, and states of mind, which a pioneer regularly employs to impact the execution of his subordinates, according to Fahmi (2021). Components affecting authority fashion are insights, development, inspiration or support, and demeanors toward part connections. According to Parashakti (2019), indicators of leadership style are:

1. Ability Decision -making
2. Ability Motivating
3. Ability Communication
4. Responsibility
5. Ability Control Subordinate

Organizational culture

Organizations prepare individuals and bunches that can be valuable for their individuals and their environment. The victory of an organization is additionally decided by the quality of its Human Assets (HR) and is bolstered by a few components (Syafriani & Ramadhani, 2023). One of the supporting variables in address is the victory of the organizational culture executed. Organizational culture makes a difference coordinate human assets toward accomplishing the organization's vision, mission, and objectives. Agreeing to Rizky (2022), a company's culture is established in a arrangement of behaviors of company pioneers, from words to activities. In other words, a company's leadership impacts the company's organizational culture. Other variables that connected with organizational culture are Communication, Motivation, Organizational Characteristics, Regulatory Forms, Organizational Structure, and Management Style. According to Adiawati (2021), indicators of organizational culture are,

1. Encouragement for innovation
2. Mutual respect
3. Deep cooperation team
4. Assigned job detailed
5. Work by the procedure

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Motivation Work

According to Nurjaya (2021), motivation is a series of attitudes and values that influence individuals to achieve specific things by individual goals. Motivation is the energy of happiness that influences the birth of expected work attitudes and behavior (Fajri & Terza Rahman, 2021). To measure work motivation, work motivation indicators are used, namely,

1. Wages or decent salaries can be measured through adequate compensation, and quality-of-life standards determine the amount.
2. Giving incentives, which are measured through the provision of bonuses at any time, work stimulation, work performance
3. Fulfill needs participation, measured through togetherness, cooperation, a sense of ownership, and responsibility.
4. Put employees in appropriate places, in this case, measured by selection according to needs, paying attention to abilities, education, and experience, and providing Work that suits abilities.

Leadership style on employee performance

Rosalina (2020) defines leadership as an activity that influences the behavior of others so that they want to be directed to achieve certain goals. If a leader does not have a fair attitude, does not give trust, and does not approach employees, employee performance can decrease. Rizky (2022) also said that leadership uses influence to motivate employees to achieve organizational goals. Leadership in a government organization has a very important role in achieving goals, especially services to the community. According to Batubara (2020), leadership influences a group to achieve a vision or set goal. So, a leader must realize that Resources. Human resources are the key factor that influences company productivity the most. Based on previous research conducted by Monce Brury (2020) explains that there is an influence of leadership on employee performance at the Sorong SAR office. This is supported by research by Sri Langgeng Ratnasari and Gandhi Sutjahjo (2021), who explain that leadership style significantly affects employee performance. Thus, a hypothesis that represents leadership style can be taken, and employee performance has a positive effect.

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H1: Leadership style affects employee performance

Organizational culture on employee performance

Organizational culture may be a cognitive system comprising of demeanors, values, behavioral standards, and desires that individuals share. Concurring to Alam et al. (2022), organizational culture may be a shared meaning system adopted by individuals that recognizes the organization from other organizations. Organizational culture may be a framework, values, convictions, and propensities in an organization that interatomic with the structure of its formal framework to create standards of organizational behavior. The quality of organizational culture will be shaped concurring to time; the longer the culture is handled, the higher the quality of the culture the organization has. Based on investigation conducted by past analysts, Sri Langgeng Ratnasari and Gandhi Sutjahjo (2021) clarified that organizational culture in part includes a significant impact on representative execution. At that point, upheld by Edi Sugiono, Andini Nurwulandari, and Yuniarta Eating (2022), illustrated that in the event that the administration fashion, organizational culture, and work inspiration increment, it'll influence the increment in representative execution.

H2: Organizational culture has a positive effect on employee performance

Work motivation on employee performance

Motivation may be a inclination to lock in in movement, beginning from an inside drive (drive) and finishing with self-adjustment. Self-adjustment is said to fulfill thought processes. Concurring to Jufrizen (2021), motivation is what causes, channels, and bolsters human behavior so that they need to work difficult and excitedly to achieve optimal comes about. Based on investigate conducted by past analysts, concurring to Monce Brury (2020), work motivation influences representative execution. At that point, backed by Sri Langgeng Ratnasari and Gandhi Sutjahjo (2021), they clarified that work motivation essentially influences representative execution.

H3: Work motivation has a positive effect on employee performance

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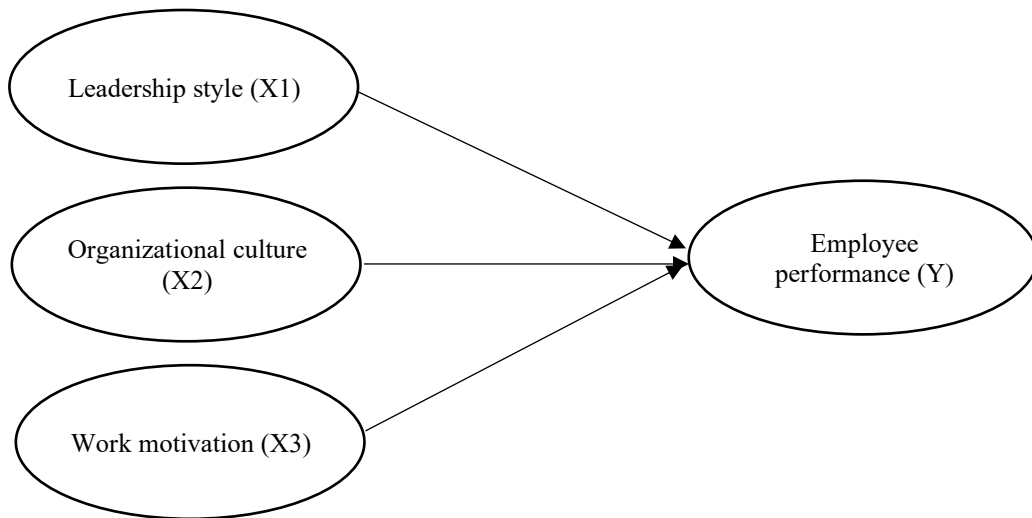


Figure 1. Theoretical Thinking Framework

Source: Framework developed in research

METHOD, DATA AND ANALYSIS

Data analysis may be a way of collecting information in arrange gotten from interviews, notes, and documentation, to be specific by organizing information into categories, breaking it down into units, deciding what is vital and what will be considered, and making conclusions so that they can be caught on (Sugiyono, 2019). This think about points to survey the impact of leadership style, organizational culture, and work motivation on the performance of Panin Securities representatives. This sort of investigate employments quantitative strategies. The populace decided in this consider were workers at PT Panin Sekuritas, totaling 35 individuals. In inspecting, the procedure utilized is to utilize saturated samples. Data was collected utilizing surveys and after that analyzed utilizing multiple linear regression methods. The information was prepared utilizing SPSS (Measurable Program for Social Science) form 25 with validity test, reliability test, normality test, heteroscedasticity test, multicollinearity test, and multiple linear regression analysis.

RESULTS

Validity Test

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Table 3: Validity test results

Variables	Indicators	Recount	Rtable	Results
Leadership Style	x1.1	0.489	0.1937	Valid
	x1.2	0.561	0.1937	Valid
	x1.3	0.807	0.1937	Valid
	x1.4	0.810	0.1937	Valid
	x1.5	0.779	0.1937	Valid
Organizational Culture	x2.1	0.705	0.1937	Valid
	x2.2	0.897	0.1937	Valid
	x2.3	0.860	0.1937	Valid
	x2.4	0.873	0.1937	Valid
	x2.5	0.906	0.1937	Valid
Work Motivation	x3.1	0.879	0.1937	Valid
	x3.2	0.753	0.1937	Valid
	x3.3	0.878	0.1937	Valid
	x3.4	0.684	0.1937	Valid
Employee Performance	y.1	0.736	0.1937	Valid
	y.2	0.876	0.1937	Valid
	y.3	0.916	0.1937	Valid
	y.4	0.676	0.1937	Valid
	y.5	0.905	0.1937	Valid

Source: processed primary data, 2025

It is known that the r-table value for the data is 35, then the df value $(n-2) = 35-2 = 33$ with a significance level of 5% of 0.1937; the value below this table comes from the SPSS results above. It is said to be valid if $r\text{-count} > r\text{-table}$ with a significant value of 0.05

Reliability Test

Table 4: Reliability test results

Variables	Cronbach's alpha	Cut Value	of Descriptions
Leadership Style (X1)	0.734	0.60	Reliable
Organizational Culture (X2)	0.899	0.60	Reliable
Work motivation (X3)	0.802	0.60	Reliable
Employee performance (Y)	0.885	0.60	Reliable

Source: processed primary data, 2025

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It is known that the r-table esteem for the information is 35, at that point the df esteem $(n-2) = 35 - 2 = 33$ with a significance level of 5% of 0.1937; the esteem underneath this table comes from the SPSS comes about over. It is said to be substantial in the event that $r\text{-count} > r\text{-table}$ with a noteworthy esteem of 0.05.

Normality test

Table 5: Normality test with kormogorov-smirnov
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residuals
N		35
Normal Parameters ^{a, b}	Mean	.0000000
	Std. Deviation	1.55108629
Most Extreme Differences	Absolute	,086
	Positive	,086
	Negative	-.066
Statistical Tests		,086
Asymp. Sig. (2-tailed)		,200 ^{c, d}

Source: processed primary data, 2025

Based on the Kormogorov-smirnov comes about over, the Asymp is known. The sign esteem of 0.200 is more noteworthy than 0.05. In expansion to the over tests, it can be seen utilizing the probability plot (P-Plot) graph as takes after.

Heteroscedasticity Test

Table 6: Heteroscedasticity test with Glesjer

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,403	1,277		1,099	,280
	Leadership Style	-.004	,077	-.012	-.054	,957
	Organizational Culture	,140	,087	,495	1,606	,118
	Work motivation	-.200	,091	-.583	-2,201	,085

Source: processed primary data, 2025

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Based on the table over utilizing the heteroscedasticity test, the probability value for the investigate variables is over 0.05, so in this consider, there's no heteroscedasticity issue since the Sig value > 0.05.

Multicollinearity Test

Table 7: Multicollinearity test results

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Leadership Style	,572	1,750
Organizational Culture	,293	3,410
Work motivation	,397	2,516

Source: processed primary data, 2025

Based on the multicollinearity test results, it is explained as follows: Leadership style (X1) based on the results of tolerance $0.572 > 0.10$ and the VIF value of $1.750 < 10$. This shows that the leadership style states no symptoms of multicollinearity. Organizational culture (X2) based on the results of tolerance $0.293 > 0.10$ and the VIF value of $3.410 < 10$. This shows that organizational culture states that there are no symptoms of multicollinearity. Work motivation (X3) is based on tolerance $0.397 > 0.10$ and the VIF value of $2.516 < 10$. This shows that work motivation is declared not to occur symptoms of multicollinearity.

Multiple Linear Regression Analysis

Table 8: Analysis results in multiple linear regression

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.664	2,158		-.308	,760
Leadership Style	,282	,130	,230	2,171	,038
Organizational Culture	,410	,147	,413	2,789	,009
Work motivation	,446	,154	,369	2,903	,007

Source: processed primary data, 2025

Based on the table above, the linear regression equation that reflects the relationship between the variables in this study is:

$$Y = 0.230 X1 + 0.413 X2 + 0.369 X3$$

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Hypothesis Test (Partial)

Taking decision rejection or reception hypothesis with several data 35 and with level significance 5% with t table formula = $t(\alpha/2; n - k - 1) = t(0.05/2; 35 - 3 - 1) = (0.025; 31)$ so selected The t -table value in data 31 is 2.0395 based on criteria as following. So, the results from the sig test from Table 8 are as follows:

There is a significant positive influence between the Leadership style variable (X1) on employee performance (Y) because the t- t-calculated value $>$ t-table ($2.171 > 2.0395$) and the value significance is equal to $0.038 < 0.05$. So, there is an influence between variables X1 and Y, or in other words, H1 is accepted.

There is a positive influence significant between the variable Culture organization (X2) on employee performance (Y) because t- calculated value $>$ t-table ($2.789 > 2.0395$) and value significance equal to $0.009 < 0.05$. So, there is an influence between variable X2 and Y, or in other words, H2 is accepted.

There is an influence of positive significance between the variable Motivation work (X3) on employee performance (Y) because the t- t-calculated value $>$ t-table ($2.903 > 2.0395$) and the value significance equal to $0.007 < 0.05$. So, there is an influence between variables X3 and Y; in other words, H3 is accepted.

F Test (Simultaneous)

Table 9: Test results in total simultaneous

ANOVA ^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	328,486	3	109,495	41,496	,000 ^b
	Residual	81,800	31	2,639		
	Total	410,286	34			

Source: processed primary data, 2025

Processing results show a mark significance at 0.000 (sig 0.000 $<$ 0.05). This matter shows that variables X1, X2, and X3, respectively (simultaneously), affect variable Y.

Coefficient Test determination

Table 10: Coefficient results determination

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Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,895 ^a	,801	,781	1.62441

Source: processed primary data, 2025

The Adjusted R Square value is 0.781; this indicates that contribution variables X1, X2, and X3 affect variable Y by 77.1%, whereas the other factors outside the research model influenced 19.9 %.

DISCUSSION

Influence of leadership style on employee performance

There is an influence of positive significance between the Leadership style variable (X1) on employee performance (Y) because the t- t-calculated value > t-table ($2.171 > 2.0395$) and the value significance amounting to $0.038 < 0.05$, so H1 is accepted. Research results show a positive influence between the leadership style and employees' performance at PT Panin Sekuritas in Semarang City. This matter means that the style of leadership applied in the company has a significant influence on the performance of the employees. Influence positive significance found in the study. This shows that when leaders apply style-appropriate leadership, such as style leadership transformational or situational, employees tend to show enhancement in productivity, creativity, and commitment to the company (Khairizah et al., 2018). A good leadership style can create an environment conducive to Work, giving clear directions and supporting the development of career and skills employees. Research results show that style leadership is one of the important ways to increase employee performance. PT Panin Securities needs to keep going and apply a style of effective leadership to increase the performance of its employees and achieve objectives for the company. The results of the results research (Khaof Irizah et al., 2018) found that style lan readers the hip the half s employees Theormance the employethehe employee study (Makalew et al., 2021) has its o found that employees' e-leadership affects their performance.

Influence Culture organization on employee performance

There is an influence of positive significance between the variable Culture

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organization (X2) on employee performance (Y) because t- calculated value $>$ t-table ($2.789 > 2.0395$) and value significance equal to $0.009 < 0.05$, so H2 is accepted. Cultural organization is the values, beliefs, and norms held and practiced by members. A culture-positive organization can increase employees' motivation, commitment, and performance. PT Panin Sekuritas, one of Indonesia's securities companies, realizes the importance of a positive organization in increasing employee performance. Research results show a positive influence between the organization's culture and employees' performance at PT Panin Sekuritas in Semarang City. This means that the culture the organization implements in the company significantly influences the performance of employees. Cultural organization covers the company's values, norms, beliefs, and practices. Culture This forms the behavior and attitudes of employees in daily operations (Sagita, 2018). This results in research (Asrof ul et al., 2021) that shows that organizational culture influences high-performance employees. The results study from (Muhammad et al. et al., 2023) also found that an organization's culture has its own influence on the performance of employees.

Influence Motivation Work on Employee Performance

There is an influence of positive significance between the variable Motivation work (X3) on employee performance (Y) because t- calculated value $>$ t-table ($2.903 > 2.0395$) and value significance equal to $0.007 < 0.05$, so H3 is accepted. Research results show a positive influence between motivation and the performance of employees at PT Panin Sekuritas in Semarang City. This means that the level of motivation Of employees at the company significantly influences performance (Larasati & Gilang, 2016). Motivated employees tend to Work more efficiently and effectively. They own encouragement To finish tasks at appropriate times and with high quality. Strong motivation helps employees Stay focused and productive, even when facing challenges (Alfianika Maharani et al., 2023). Research results in This is in line with the results of research (Muhammad et al. et al., 2023), which found that motivation Work has an influence on the performance of employees. Then, a results study from (Andini et al., 2023) also found that motivation Work influences employee performance.

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CONCLUSIONS

Based on the analysis of the results obtained, Conclusion Hypothesis 1 is accepted: style leadership positively influences the performance of employees in the company. Effective leadership styles, such as transactional, transformational, or democratic, give employees the direction, motivation, and support needed to reach optimal performance. Hypothesis 2 is accepted: The culture of an organization's influence positively influences employee performance. A positive, inclusive, and supportive organization can increase employee motivation, engagement, and performance in a whole way. Hypothesis 3 is accepted: motivation. Work's influence is positive and significant to employee performance. High motivation, good through recognition, reward, opportunity development career, or environment Supportive work, yes push employee For Work louder and more effective. Based on simultaneous tests, respectively together, style leadership, culture organization, and motivation Work significantly influence employee performance. Companies need to evaluate the style of leadership, culture, organization, and motivation. For performance employees, by surveying employees, performing data analysis, and conducting sessions, the company can identify areas that need repair and implement appropriate corrective action. Research suggestions Furthermore, can-do studies use other variables that can influence the performance of employees, such as compensation and discipline. Use method interview to gather data, so the suitability of questionnaire data by the circumstances that occurred and can know to answer directly from respondents.

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