
The Effect of Employee Performance Improvement Based on the Influence of Leadership on Organizational Culture and Work Motivation through Work Discipline (Studies on Employees of PT. X Branch of ABC Airport)

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Abstract

The purpose of this research is to investigate the influence of leadership, organizational culture, work motivation, and work discipline on improving employee performance. The research method used is a surveyed with a causal-descriptive analysis technique. Collecting data using the questionnaire method with Likert Scale model, and there are 145 respondents as sample of this research. The analysis technique is using Structural Equation Modeling (SEM). The results of this study indicate that: 1) leadership has a significant effect on organizational culture, 2) organizational culture has a significant effect on work discipline, 3) leadership has a significant effect on job motivation, 4) work motivation has a significant effect on work discipline, 5) work discipline has a significant effect on employee performance, 6) leadership does not significant influence on employee performance, 7) organizational culture has a significant effect on employee performance through work discipline, and 8) work motivation has a significant effect on employee performance through work discipline.

Keywords: *Leadership, Organizational Culture, Work Motivation, Work Discipline, Employee Performance*

Abstrak

Tujuan penelitian ini untuk menguji adakah pengaruh kepemimpinan, budaya organisasi, motivasi kerja, dan disiplin kerja terhadap peningkatankinerja karyawan. Metode penelitian yang digunakan adalah metode survey dengan Teknik analisisdeskriptif kausal. Teknik pengumpulan data dengan cara kuisioner, dan sampel sebanyak 145 karyawan. Instrumen yang digunakan adalah kuisioner model skala likert yang dimodifikasi. Teknik analisis adata menggunakan Structural Equation Modelling (SEM). Hasil penelitian ini menunjukkan bahwa: 1) kepemimpinan berpengaruh signifikan terhadap budaya organisasi, 2) budaya organisasi berpengaruh signifikan terhadap disiplin kerja, 3) kepemimpinan berpengaruh signifikan terhadap motivasi kerja, 4) motivasi kerja berpengaruh signifikan terhadap disiplin kerja, 5) disiplin kerja berpengaruh signifikan terhadap kinerja karyawan, 6) kepemimpinan tidak berpengaruh signifikan terhadap kinerja karyawan, 7) budaya organisasi berpengaruh signifikan terhadap kinerja karyawan melalui disiplin kerja, dan 8) motivasi kerja berpengaruh signifikan terhadap kinerja karyawan melalui disiplin kerja.

Kata Kunci: *Kepemimpinan, Budaya Organisasi, Motivasi Kerja, Disiplin Kerja, Kinerja Karyawan*

1. Pendahuluan

The most important asset that must be owned by a company to achieve its goals is human resources. A company must be supported by human resources who are able to work hard and have high productivity. Achieving high productivity is not an easy thing to achieve. The most important factor for achieving high productivity is the implementation of work discipline from its employees, because this is one of the factors that determine the success and progress of the company in achieving goals. Discipline is not only the implementation of all kinds of regulations carefully, even small things should not be ruled out, and discipline requires sanctions, namely those who dare to violate/ignore the rules

that have been set. (Rodiathul Kusuma Wardani, et al, 2016).

Minister of Influence Budi Karya Sumadi said "HR development in Indonesia, especially in the transportation sector, is very important to prepare for a Golden Indonesia in 2045 where Indonesia has the potential to become the 4th largest country in the world". According to him, the development of transportation human resources is also needed to support the infrastructure development that has been carried out, which is currently being focused on developing areas including the national priority of the tourism sector in the five super priority New Bali National Tourism Development Strategic Areas, as well as to support equity through accelerated

development in the 3T area. (leading, lagging, outermost).

Transportation is the movement of people or goods from one place to another using a vehicle driven by humans, animals, or machines. Transportation is used to make it easier for humans to carry out daily activities. Without transportation as a means of support it cannot be expected to achieve satisfactory results in the economic development of a country. Each level of development/economic growth of a country requires an optimum transport capacity. Transportation itself is divided into 3 namely, land, sea and air transportation. Air transportation is transportation that costs more to use. Apart from having more sophisticated technology, air transportation is the fastest means of transportation compared to other means of transportation and has a relatively lower accident rate than land and water transportation. (Abdul Kadir, 2016).

PT. X has many branches which I will discuss is one of the branches of PT. X, namely ABC International Airport, is one of the airports in Indonesia. In addition to its commercial use, this airport is also used as the headquarters of the Indonesian Air Force Operations Command I (Koops AU I). On January 10, 2014 ABC Airport temporarily operated as a commercial airport. ABC International Airport is included in the 10 Busiest Airports in Indonesia at 8th place. The leadership of PT. X is currently Mr. Muhammad Awaluddin, on September 9, 2016 was appointed as President Director of PT X based on the Decree of the Minister of SOEs as Shareholder of PT X. Born in Jakarta, January 15, 1968, previously he was Director of Enterprise & Business Service at PT Telkom Indonesia Tbk (2012 - 2016) where previously the President Director of PT Infomedia Nusantara (2010 - 2012). Then, the Deputy President Director of PT, namely Mr. Edwin Hidayat. Born in Jakarta, 28 April 1971, he previously served as Deputy for Energy, Logistics, Regions and Tourism, President Commissioner of PT Telkom Indonesia (Persero). The Director of Human Capital at PT X is held by Mr. Ajar Setiadi. Born in Yogyakarta on November 25, 1967. Previously he served as Director of Finance & Support at PT Asset Management Company, served as GM HR & General at PT Asset Management Company.

In 2019, the Head of the Airport Branch changed from Marsma Pip Darmanto to Marsma Nandang Sukarna in the change of leadership there was a change in leadership style because each leader had a different way of leading. Not many airlines also fly or land at ABC Airport due to the limited flight slots which are only given 60 slots/hour, several airlines that are still operating at ABC Airport are; Batik Air, Citilink, Susi Air, Pelita Air, Trans-Nusa Air, and Wings Air.

The author made observations through struc-

tured interviews with one of the employees of the Personnel unit, Mr. Giyan at PT. X Branch of ABC Airport Office, it was found that several problems occurred related to employee disciplinary actions, including delays in arrival hours and acceleration of working hours, as well as sanctions for those who take action. discipline, as well as differences in leadership when leaders change.

Employee discipline can be seen at the time of entry of PT. X Branch of ABC Airport employees, which should be at 07.30 WIB and the time to go home, which should be at 16.30 WIB, but employees often come and go home not on time. Basically, there are many indicators that affect the level of discipline of an organization's employees, one of which is: Sanctions, which play an important role in maintaining employee discipline. With increasingly severe punishments, employees will be more afraid of violating organizational rules, disciplinary attitudes and behavior of employees will be reduced. Punishment sanctions must be determined based on logical considerations, reasonable and clearly informed to all employees. This proves that there are still employees who have not obeyed the regulations set by PT X. Supported by data on several sanctions that have been given to employees for the last two years. The level of disciplinary punishment at PT X consists of: light disciplinary punishment, moderate disciplinary punishment, and severe disciplinary punishment. The data that the author obtained relates to the low level of employee discipline every year for the last two years.

The explanation of the practical situation (a phenomenon in the company) above illustrates that there are problems in the company, namely the weakness of organizational culture and the level of discipline so that the authors are interested in conducting research with the title "Improving Employee Performance Based on the Effect of Leadership on Organizational Culture and Work Motivation Through Work Discipline (Study on Permanent Employees of PT. X Branch of ABC Airport)".

2. Theoretical Framework and Hypothesis Development

Theoretical Framework

Leadership is a process to influence others, to understand and agree on what needs to be done and how to do it effectively, as well as a process to facilitate individual and collective efforts to achieve common goals. (Yukl, 2005). Leadership indicators used in this study refer to Wallace and Trinkka (2009) and Nancy (2009) :

1. Leaders are a source of inspiration
2. Leaders communicate that employees have an important role in the company's success.
3. Leaders have a future-oriented vision.
4. Leaders involve their subordinates in their vision.

5. The leader becomes a mentor for his subordinates.
6. Leaders are oriented to how important it is to work together in a team.

Culture is a pattern of basic assumptions created, discovered, or developed by a particular group as learning to deal with problems of external adaptation and internal integration that are official and well implemented. (Umam, 2010). Organization culture indicators used in this study refer to Ardana (2009) :

1. Employees are encouraged to be innovative and take risks.
2. Employees are able to demonstrate accuracy, analysis and attention to detail.
3. Leaders focus on results or outputs.
4. Management decisions also affect the people in the organization.
5. The progress of the work compiled by the team
6. Employees compete with each other rather than cooperate.

Every activity carried out by a person is driven by the power of that person, that driving force is called motivation. Motivation is defined as a process that contributes to individual intensity, direction and persistence of efforts towards achieving goals (Kuranchie-Mensah, et al, 2015). Motivation indicators used in this study refer to The McKinsey Quarterly (2006) :

1. My performance at the current job is good.
2. My opinion of myself drops when I do a bad job.
3. I take pride in doing my job to the best of my ability.
4. I feel unhappy when my work is not up to my usual standards.
5. I like to evaluate my work with the feeling that the work has been done well.
6. I try to do my job effectively.

Discipline is a person's willingness and willingness to obey and obey the norms of the regulations that apply around him. (Sutrisno, 2009). Motivation indicators used in this study refer to Moch. Fachri , Priadana, Indra (2017) :

1. Must always be present at work, come and leave work on time.
2. Must always be careful and alert in carrying out the work.
3. Must always be responsible for the work I do.
4. Must always obey and follow all the rules set by the company
5. Must always pay attention to my ethics at work.

Performance is an output or level of success of a person as a whole during a certain / predetermined period in carrying out tasks compared to various possibilities, such as work standards, targets or tar-

gets or criteria that have been determined in advance or have been mutually agreed upon (Rivai and Basri, 2005). Performance indicators used in this study refer to Shahzadi, et al, (2014) :

1. Performance must be better than colleagues with the same qualifications.
2. Satisfied with the performance due to good performance.
3. My performance is better than other employees with the same qualifications in other airport services.

Hypothesis Development

Influence of Leadership on Organizational Culture

Leadership in an organization can have a big influence on its organizational culture as well. Several studies have examined the influence between leadership and organizational culture. This is in accordance with the results of research in the Regional Office of PT. Pegadaian (Persero) Denpasar where transformational leaders increase innovation in organizations, which tend to innovate. In this case the leader uses inspirational motivation and intellectual stimulation in shaping the organizational culture of innovation (Elkins and Keller, 2003). Transformational leaders promote their creative ideas in organizations, this behavior reflects the active role of transformational leaders (Howell and Higgins, 1990). Leaders have a vision that motivates employees to increase their willingness to do work that exceeds expectations, and challenges them to adopt innovative approaches to their work through the motivation provided by the leadership (Mumford et al., 2002).

Ho1: Leadership does not have a positive influence on Organizational Culture.

Ha1 : Leadership has a positive influence on Organizational Culture.

The Influence of Organizational Culture on Work Discipline

Several studies have examined the influence between organizational culture and employee performance. Organizational Culture has a significant effect on employee performance at PT. X Branch of ABC Airport, in other words, non-compliance with hours of entry and departure times faced by employees will reduce the level of Work Discipline. Based on the results of proving the hypothesis on employees of PT Central Proteinaprima Surabaya using SEM analysis, it is proven that organizational culture variables have a significant and dominant influence on work discipline and employee performance, which is in accordance with the opinion expressed by Deal and Kennedy, Denison, Ouchi, Posner, Kouzes and Schmidt, Pritchard and Karasick, and Sathe in Ritchie (2000) and Gorgon

(2002:374), that organizational culture can greatly affect individual and company performance, especially in a competitive environment.

Ho2: Organizational culture has no negative influence on Work Discipline.

Ha2 : Organizational culture has a negative influence on Work Discipline.

The Influence of Leadership on Work Motivation

Leadership in an organization can have a big influence on the work motivation of its employees. Several studies have examined the influence between leadership and work motivation. Bank Sulselbar employees consider that leadership has been carried out by qualified leaders. The leadership of Bank Sulselbar is considered to have competence in carrying out their leadership duties, in the sense that the work/tasks given have clear goals and provide benefits for employees and Bank Sulselbar, so as to create employee work motivation. Suggestions/opinions from employees are openly accepted by the leadership of Bank Sulselbar, this condition reflects that there is leadership trust in the implementation of tasks by employees. The leadership's trust encourages the emergence of employee work motivation. This finding supports the results of Gibson et al. (1992), Webb (2007), and Pranata (2008) which state that leadership has an effect on work motivation. The role of leadership is very large to motivate organizational members to increase energy to behave in an effort to achieve group goals.

Ho3: Leadership does not have a positive effect on work motivation.

Ha3 : Leadership has a positive influence on work motivation.

The Influence of Work Motivation on Work Discipline

Employees are the organization's first point when dealing with customers. Research conducted on employees of the Intermediate Technical Training Institute in Kenya, shows that employee motivation affects performance (Ek & Mukuru, 2013). In addition, research conducted at the University shows that extraordinary employee motivation has provided benefits to the University in the form of high performance and productivity of academic staff (Mawoli, 2011).

The work motivation of an employee is high, the level of work discipline will increase. Therefore, organizations should always consider the motivation level of their employees. Low levels of motivation can be detrimental for an organization as the organization may experience low morale, work discipline, poor performance, decreased productivity and even higher recruitment and training costs (Ufuophu-Biri & Iwu, 2014).

Ho4: Work motivation does not have a positive

effect on Work Discipline.

Ha4 : Work motivation has a positive influence on Work Discipline.

The Effect of Work Discipline on Employee Performance

Several studies have examined the influence between work discipline and employee performance. The first hypothesis by Zainul Hidayat and Much. Taufiq (2012) on PDAM Lumajang Regency Employees That the work environment and work discipline as well as work motivation partially affect the performance of PDAM Lumajang Regency, it is acceptable. That the work environment and work discipline as well as work motivation partially affect the performance of PDAM Lumajang Regency. The application of employee discipline is interesting because with the reasons and characteristics of the disciplinary command holders will be afraid to go against the flow because of the application of punishment and the imposition of strict sanctions on violators of work discipline. Any discipline will work if its application is supported by several reward and punishment devices such as Dessler's opinion in Hasibuan (1990).

Ho5: Work Discipline has no negative effect on Employee Performance.

Ha5 : Work Discipline has a negative effect on Employee Performance.

The Effect of Leadership on Employee Performance

Based on the research of Tuage, Tewel, Uhing (2014), explaining the influence of leadership style contributing to employee performance at the Regional Secretariat of the Talaud Islands Regency. Ivan Hartanto (2014), explains the effect of transactional leadership style on employee performance. Mohammad Ato'llah (2014), explains the influence of the alleged leadership style has a dominant influence on the performance of village employees in Lumajang District, Lumajang Regency. Petrik, Andreani (2015), explains the influence of transformational leadership style has a positive and significant effect on employee performance. Masambe, Soegoto, Sumarauw (2015), explain the influence of leadership style on the performance of employees of Daihatsu Kharisma Manado. Based on the various research results, it can be concluded that:

Ho6: Leadership does not have a negative effect on employee performance.

Ha6 : Leadership has a negative effect on employee performance.

The Influence of Organizational Culture on Employee Performance is mediated/through Work Discipline

Based on the proof of the hypothesis at PT Central Proteinaprima Tbk. By using SEM analysis, it is proven that organizational culture variables have

a significant and dominant influence on work discipline and employee performance as stated by Deal and Kennedy, Denison, Ouchi, Posner, Kouzes and Schmidt, Pritchard and Karasick, and Sathe in Ritchie (2000) and Gorgon (2002:374), that organizational culture can greatly affect individual and company performance, especially in a competitive environment. Other research proves that organizational culture has a positive and significant effect on work discipline carried out on daily employees of SKT Megawon II PT. Holy needle. The influence of organizational culture on work discipline is in accordance with the results of research revealed by Lubis (2012:141) with the title *The Effect of Organizational Culture and Work Discipline on Nurse Performance at Panti Wilasa Citarum Hospital Semarang* which states that there is a positive and significant influence between the variables.

Ho7 : Leadership have no influence on Work Discipline mediated/through Organizational Culture

Ha7 : Leadership have an influence on Work Discipline mediated/through Organizational Culture

The influence of work motivation on employee performance is mediated/through work discipline

If the company cannot motivate employees through salaries and incentives, then the leading company can improve employee performance through compliance with company regulations. Employees who have high work discipline will have a big responsibility in completing their work on time. However, companies need to pay attention to motivational factors, because motivation is a means that can encourage employees to complete the assigned tasks (Halbesleben and Wheeler, 2008). Indirect Influence on Work Discipline. Employee Performance through Motivation Indirect influence is smaller than direct influence. This shows that work discipline is more effective directly in influencing employee performance than through motivation. The level of work discipline of PT. ABC Makassar can directly affect employee performance. Every employee who has a high level of discipline will try to do his job optimally and provide high productivity in accordance with company expectations. Employees of PT. PT. ABC Makassar has a high level of awareness in Indonesia to comply with all company regulations so that it directly affects employee performance (Saluy et al., 2018).

Ho8 : Does Organizational Culture have no influence on Employee Performance mediated/through Work Discipline

Ha8 : Does Organizational Culture have an influence on Employee Performance mediated/through Work Discipline

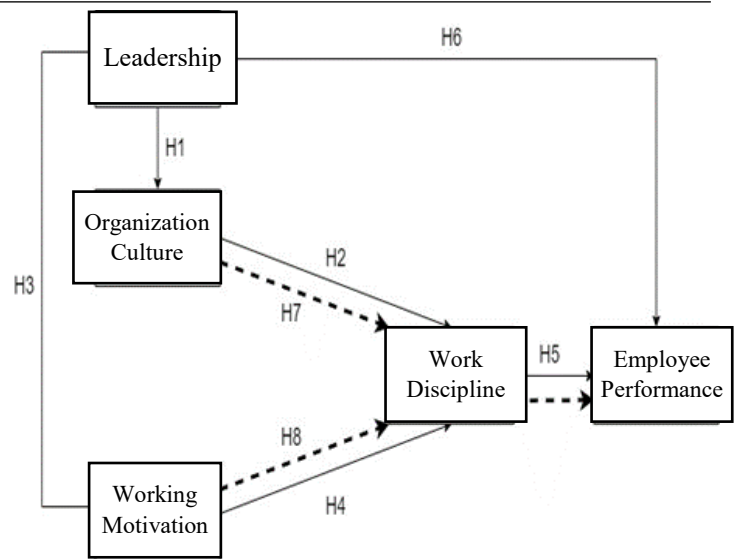


Figure 1. Research Model

3. Research Method

The number of research samples was 145 respondents from a population of 221 employees at PT. X Branch of ABC Airport. In this study, the technique used is Simple Random Sampling for sampling using the formula from Slovin in Sugiyono, (2009).

This study uses a multivariate analysis technique, the data will then be obtained with the help of SPSS21 (statistical package for social science) and AMOS22 (analysis of moment structural) applications. SPSS is used to input data obtained from research results and to test validity and reliability tests (pre-test), while AMOS is used to display research results to see the relationship between variables. employees through work discipline (Study on permanent employees of PT. X Branch of ABC Airport). By applying theories and concepts related to leadership to organizational culture, and work motivation to employee performance through work discipline. This study was prepared using SEM (structural equation modeling).

4. Result, Discussion, and Managerial Implication

Based on the gender of the respondents in the PT. X Branch of ABC Airport the majority of employees are male by 76.6% of the 145 respondents and the rest are female employees. This shows that the role of male employees is needed in supporting the company because it is assumed to have accuracy and firmness in work.

Based on the age of the respondents, most of the respondents were aged 25-29 years at 35.9%. This means that employees who are vulnerable at a relatively young age have work enthusiasm and are expected to be able to innovate in completing a job.

Based on the latest education, the dominant respondent has an S1 education level with a percent-

age of 28.3%, D3 is 19.3%, D4 is 4.8%, and the rest are S2 and SMA/equivalent graduates. This means that work or assignments in the company require higher education compared to other levels of education.

Based on the length of service of the respondents, the majority of permanent employees, respondents with 2-10 years of service have a percentage of 59.3% with a total of 145 respondents.

Based on the level of expenditure, the most dominant respondents have expenditures of 50-70% income with a percentage of 49.3%.

Based on the status of the respondents in this study, it was dominated by respondents who were married or had families. Respondents who are married have a percentage of 61.4%.

SEM analysis can be continued if the results of model identification show that the model belongs to the Over Identified category or the degree of freedom value from the research model. The results of AMOS output in this study indicate a degree of freedom value of 289. This indicates that the model belongs to the Over Identified category because it has a positive degree of freedom value and the data can proceed to the next stage.

The Goodness of Fit research results show that there are three GOF sizes, namely CINM / DF that has Good Fit, CFI shows Marginal Fit, and RMSEA that has Good Fit. The overall model indicates that overall data is quite fit with the SEM model.

The results of hypothesis conclusions can be determined by looking at the estimated values and p. If the estimated value in the results of the analysis shows a positive value and p value <0.05, the hypothesis proves to be significant and supported by data. However, if the estimated value shows a negative result and the value of $p > 0.05$, the hypothesis does not prove significant and is not supported by data.

The results of hypothesis testing are as follows:

1. H1 is supported by data
2. H2 is supported by data
3. H3 is supported by data
4. H4 is supported by data
5. H5 is supported by data
6. H6 is not supported by data
7. H7 is supported by data
8. H8 is supported by data

The Influence of Leadership on Organizational Culture

Leadership has a significant positive influence on Organizational Culture. Based on the results of data testing, an estimated value of 0.725 was obtained with a P*** value. The estimated value shows a significant positive result. Based on this value, the Leadership Variable has a significant positive effect on Organizational Culture and the hypothesis is accepted.

The results of proving this hypothesis are supported by the results of research in the Regional Office of PT. Pegadaian (Persero) Denpasar transformational leaders increase innovation in organizations, which tend to innovate. In this case the leader uses inspirational motivation and intellectual stimulation in shaping the organizational culture of innovation (Elkins and Keller, 2003).

The Influence of Organizational Culture on Work Discipline

Organizational Culture has a significant positive effect on Work Discipline. Based on the results of data testing, the estimated value is 0.468 with a P*** value. The estimated value shows a significant positive result. Based on this value, the Organizational Culture Variable has a significant positive effect on Work Discipline and the hypothesis is accepted.

The results of proving the hypothesis on employees of PT Central Proteinaprima Surabaya using SEM analysis proved that organizational culture variables have a significant and dominant influence on work discipline and employee performance. Organizational culture can also greatly influence individual and company performance, especially in a competitive environment (Gordon 2002:374)

.The Influence of Leadership on Work Motivation

Leadership has a significant positive effect on work motivation. Based on the results of data testing, an estimated value of 0.776 was obtained with a P*** value. The estimated value shows a significant positive result. Based on this value, the leadership variable has a positive and significant effect on work motivation and the hypothesis is accepted

The results of proving the hypothesis in this study indicate that there is a significant positive influence between leadership and work motivation. This finding supports the results of Gibson et al. (1992), Webb (2007), and Pranata (2008) which state that leadership has an effect on work motivation. The role of leadership is very large to motivate organizational members to increase energy to behave in an effort to achieve group goals.

The Influence of Work Motivation on Work Discipline

Work Motivation has a significant positive effect on Work Discipline. Based on the results of data testing, the estimated value is 0.294 with a P value of 0.001. The estimated value shows a significant positive result. Based on this value, the Work Motivation Variable has a significant positive effect on Work Discipline and the hypothesis is accepted.

The results of proving the hypothesis in this study indicate that there is a significant positive

effect between Work Motivation and Work Discipline. This hypothesis is supported by Ufuophu-Biri & Iwu (2014) If an employee's work motivation is high, the level of work discipline will increase. Therefore, organizations should always consider the motivation level of their employees. Low levels of motivation can be detrimental for an organization as the organization may experience low morale, work discipline, poor performance, decreased productivity and even higher recruitment and training costs

The Influence of Work Discipline on Employee Performance

Work Discipline has a significant positive effect on Employee Performance. Based on the results of the data test, an estimated value of 1.005 was obtained with a P *** value. The estimated value shows a significant positive result. Based on this value, the Work Discipline Variable has a significant positive effect on employee performance and the hypothesis is accepted. The results of proving the hypothesis in this study indicate that there is a significant positive effect between Work Discipline on Employee Performance. This hypothesis is supported by Zainul Hidayat and Much. Taufiq (2012) on PDAM Lumajang Regency Employees That the work environment and work discipline as well as work motivation partially affect the performance of PDAM Lumajang Regency, it is acceptable. That the work environment and work discipline as well as work motivation significantly influence partial to the performance of PDAM Lumajang Regency,. The application of employee discipline is interesting because with the reasons and characteristics of the disciplinary command holders will be afraid to go against the flow because of the application of punishment and the imposition of strict sanctions on violators of work discipline.

The Influence of Leadership on Employee Performance

Leadership does not have a significant positive effect on employee performance. Based on the results of data testing, the estimated value is 0.106 with a P value of 0.195. The estimated value shows insignificant results.

The results of proving the hypothesis in this study indicate that there is no significant influence between Leadership on Employee Performance. It is evident that through the profile of the first respondent, the average status of permanent employees of PT.X Airport Branch ABC who is married has a percentage of 61.4%. Then seen the level of expenditure per month employees of PT. The most dominant X has expenses of 50-70% of income with a percentage of 49.3%. Furthermore, it can be seen that the majority of permanent employees of

PT. X with long working >5 years by 62%. The conclusion is that leadership has no effect on employee performance at PT. X is proven because they continue to work so that the family's needs are met. This is proven in the research of Posuma Christilia (2013) that the leadership variable has no significant effect on employee performance. The leadership at the Ratumbusang Hospital must be improved again because the performance produced by the employees has not been satisfactory. That means the leader has not been able to create good relationships for employees. Leaders have not been able to motivate, coordinate employees, and communication between leaders and employees is still lacking.

The Influence of Organizational Culture on Employee Performance through Work Discipline

Based on the results of the analysis above, it shows that the indirect influence of Organizational Culture on Employee Performance has a Direct value of 0.405 (0.405), Indirect of 0.405, from this value it can be concluded that Organizational Culture indirectly affects Employee Performance through Work Discipline because it is supported by data.

The results of proving the hypothesis in this study show a significant influence between the influence of Organizational Culture on Employee Performance through Work Discipline. Several studies have proven one of them, namely, based on the results of proving the hypothesis at PT Central Proteinaprima Tbk. By using SEM analysis, it is proven that organizational culture variables have a significant and dominant influence on work discipline and employee performance as stated by Deal and Kennedy, Denison, Ouchi, Posner, Kouzes and Schmidt, Pritchard and Karasick, and Sathe in Ritchie (2000) and Gordon (2002:374), that organizational culture can greatly affect individual and company performance, especially in a competitive environment. There is also research to prove that organizational culture has a positive and significant effect on work discipline carried out on daily employees of SKT Megawon II PT. Holy needle. The influence of organizational culture on work discipline is in accordance with the results of research revealed by Lubis (2012:141) with the title The Effect of Organizational Culture and Work Discipline on Nurse Performance at Panti Wilasa Citarum Hospital Semarang which states that there is a positive and significant influence between the variables.

The Influence of Work Motivation on Employee Performance through Work Discipline

The results of the above analysis indicate that the indirect effect of work motivation on employee performance has a direct value of 0.320 (0.320),

indirect value of 0.3194, from this value it can be concluded that work motivation indirectly affects employee performance through work discipline because it is supported by data.

The results of proving the hypothesis in this study show a significant influence between the effect of Work Motivation on Employee Performance through Work Discipline. The results of the analysis on the performance of cooperative employees in Denpasar data show that motivation has a significant positive effect on the performance of cooperative employees. This gives an indication that the hypothesis is accepted. The way of motivation applied by cooperative management seen from the direct benefits felt by employees has a positive and significant impact on performance, the better the motivation carried out by management on employees, the better the performance produced by employees. The value of the direct effect is smaller than the indirect effect. The Influence of Leadership Style, Motivation and Work Discipline on Employee Performance at PT. ABC Makassar. If the company cannot motivate employees through salary and incentives, then the lead company can improve employee performance through employee compliance with company regulations. Employees who have high work discipline will have a big responsibility in completing their work on time. However, companies need to pay attention to motivational factors, because motivation is a means that can encourage employees to complete the assigned tasks (Halbesleben and Wheeler, 2008).

Managerial Implications

Based on the results of the study, it can be given managerial implications for the employees of PT. X Branch of ABC Airport. Some implications that can be given to the management of PT. X is as follows.

The managerial implications in this study are based on the independent variables of Leadership, Organizational Culture, and Work Motivation as the initial variables driving the improvement of employee performance.

The implications based on leadership are as follows, seen from the 3 lowest leadership indicators based on the analysis of the mean indicators, namely KP4, KP5, and KP3. Leaders are expected to involve employees more in achieving the company's vision and communicate as motivation for employees to support the company's success. If this is done by the company, it can improve a better organizational culture and increase employee motivation.

The second implication is Organizational Culture that can influence Employee Performance through Work Discipline based on BO6 and BO4 indicators. The BO6 indicator states that respondents/employees compete with each other rather

than cooperate. This is not good for the achievement of company goals. Management should be able to increase cooperation between employees such as holding Team Building Training and Family Gathering. The BO4 indicator states that management decisions tend to affect employees in the organization somewhat. Management should involve employees in making a decision.

The third implication is work motivation that can affect employee performance through work discipline based on MK3 and MK2 indicators. The MK3 indicator states that respondents/employees are rather proud of doing their job as well as possible. This needs to be improved by providing financial and non-financial rewards when employees do their best work. If this is done, they will be more disciplined in working to improve performance because their motivation increases.

5. Conclusion, Suggestion, and Limitations

Conclusion

1. Leadership has a significant positive effect on Organization Culture.
2. Organizational Culture has a significant positive effect on Work Discipline.
3. Leadership has a significant positive effect on Work motivation.
4. Work motivation has a significant positive effect on work discipline.
5. Work Discipline has a significant positive effect on Employee Performance.
6. Leadership has no significant positive effect on employee performance.
7. Organizational Culture has a significant positive effect on Employee Performance through Work Discipline.
8. Work Motivation has a significant positive effect on Employee Performance through Work Discipline.

Suggestion

The results of the conclusions in the study are supported by the data obtained so that they can be suggestions for the future for PT. X Branch of ABC Airport in improving the Company's Employee Performance. The suggestions that can be given to PT. X Branch of ABC Airport and further research as follows:

A. PT. X Branch of ABC Airport

1. Leaders are expected to involve employees more in achieving the company's vision and communicate as motivation for employees to support the company's success. If this is done by the company, it can improve a better organizational culture and increase employee motivation.
2. Management can improve cooperation between employees such as holding Team Build-

- ing Training and Family Gathering.
3. Management should involve employees in making a decision.
 4. There needs to be an increase in Work Motivation by providing financial and non-financial rewards when employees do their best work. If this is done, they will be more disciplined in working to improve performance because their motivation increases.
- B. For Further Research
1. For further researchers, researchers suggest conducting similar research but with different objects, for example, larger airport companies or those that provide facilities such as the object of this research.
 2. Further research is recommended to add other variables that have an influence on employee performance such as job satisfaction and work stress variables.
 3. Further researchers are advised to continue to use a moderating or intervening variable as was done by the researcher so that it can provide a more complete picture of the influence of the three independent variables on the indirect dependent.

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