


The Influence Of Corporate Culture, Leadership Style, Work Environment, And Work Discipline On Employee Performance (Case Study At PT. PLN (Persero) UPP JBTB 3)

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Article Info	ABSTRAK
Keywords: Corporate Culture Leadership Style Work Environment Work Discipline Employee Performance	This study aims to analyze the simultaneous influence of corporate culture, leadership style, work environment, and work discipline on employee performance at PT. PLN (Persero) UPP JBTB 3. Based on the F-test results, the variables of corporate culture, leadership style, work environment, and work discipline significantly affect employee performance both partially and simultaneously. This research employs a quantitative approach with a survey method by distributing questionnaires to 43 employees working at PT. PLN (Persero) UPP JBTB 3. The collected data were analyzed using multiple linear regression. The analysis results indicate that corporate culture, leadership style, work environment, and work discipline significantly influence employee performance. These findings suggest that to enhance employee performance, the company must pay serious attention to these four variables. The study recommends that the company strengthen its corporate culture, implement effective leadership styles, create a conducive work environment, and enforce good work discipline.
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INTRODUCTION

In the era of globalization and increasingly fierce business competition, employee performance becomes the key to an organization's success. PT. PLN (Persero), as an integral part of PT. PLN (Persero) responsible for the electricity needs in the Indonesian region, has a strategic role in ensuring a reliable and efficient power supply for the community. Therefore, a deep understanding of the factors influencing employee performance at PT. PLN (Persero) is essential. To maintain this, PT. PLN (Persero) establishes standards through the Directors' Regulations on Corporate Performance Management and Organizational Performance Assessment for all units in Indonesia.

Specifically, for handling the East Java region, PT. PLN (Persero) has three business units, namely: PT. PLN (Persero) UID Jatim, which operates in the field of electricity distribution; PT. PLN (Persero) UIT JBT, which operates in the field of electricity

transmission; and PT. PLN (Persero) UIP JBTB - UPP JBTB 3, which operates in the field of Electrical Installation Development. Each unit has its own tasks and targets to be achieved.

PT. PLN (Persero) UPP JBTB 3 is a unit of PT. PLN (Persero) UIP JBTB engaged in the field of Electrical Development, thus every employee in this unit is expected to deliver maximum performance and adhere to the applicable regulations. PT. PLN (Persero) UPP JBTB 3 constantly strives to improve its performance to meet customer needs, as the population increases daily, and East Java is an industrial area, automatically increasing the demand for electricity.

The company's success in achieving the set targets is greatly influenced by the performance of its employees. Performance is a work achievement, which is a comparison between the actual work results and the established work standards (Dessler, 1992). Every company will strive to continuously improve employee performance to achieve the goals set by the company. Various methods can be employed by the company to improve employee performance.

Improving employee performance is one of the key factors in achieving competitive advantage for the organization. PT. PLN (Persero) UPP JBTB 3, as part of an energy company important in the national infrastructure, must ensure that their employees' performance remains optimal. However, to achieve this, a deep understanding of the various factors influencing employee performance is required.

Organizational culture is often interpreted as shared values and symbols understood and adhered to by an organization, making its members feel like a family and creating a condition where the organization's members feel different from other organizations (Waridin, 2004). Furthermore, state that organizational culture is a value system acquired and developed by the organization and the habits and fundamental philosophies of its founders, forming rules used as guidelines for thinking and acting to achieve the organization's goals. A strong culture can drive the organization towards better development (Robbins & Judge, 2017). This means that any improvement in the work culture towards a more conducive direction will significantly contribute to enhancing employee performance.

To manage and control various subsystem functions within the organization to remain consistent with organizational goals, a leader is needed because the leader is a crucial part of improving employee performance (Butar Butar, 2022). Besides, the leader's ability to mobilize and empower their employees will affect employee performance. Rapid environmental and technological changes increase the complexity of challenges faced by organizations, creating a need for leaders who can direct and develop their subordinates' efforts with their power to achieve organizational goals towards building a high-performance organization (Herawati, 2018). Leader behavior has a significant impact on employees' attitudes, behavior, and performance. Leader effectiveness is influenced by the characteristics of their subordinates and is related to the communication process between leaders and subordinates. The leader's failure is due to their inability to mobilize and satisfy employees in a specific job and environment. The leader's task is to encourage subordinates

to have the competence and opportunities to develop in anticipating every challenge and opportunity in work (Lodge & Gill, 2011).

To implement company rules, one needs work rules and discipline. According to Fathoni (Hadi & Mustika, 2023), work discipline is behaving according to conscience and the desire to apply all organizational rules and applicable laws like someone who is sincere and committed to all rules and functions and their behavior according to the organization's written or unwritten rules. This is necessary because it has a significant impact on the work performed by a worker.

A good work environment can positively impact the workforce in terms of performance improvement. This effort can be undertaken by the company so that employees can perform their duties without distraction, as the work environment greatly influences employee performance. The work environment can be understood as all facilities surrounding employees while performing their duties, which can affect task execution. (Indrajaya & Adnyani, 2013) explains that the work environment includes the workplace, facilities, support tools, cleanliness, lighting, quietness, and the working relationships among employees and between employees and organizational leaders. Physical environment issues, such as the lack of privacy space for educators, lead to discomfort in the room. Non-physical environmental issues are often seen through social environments, including group existence/distance among teachers, allowing educators to communicate only with those emotionally or physically close. This situation also affects the lack of discipline and work motivation, causing teachers not to initiative in performing tasks optimally.

(Gibson et al., 1997) state that human resource management tasks revolve around managing human elements with their potential so that satisfactory human resources can be obtained for the organization. One of the work goals is to achieve job satisfaction. Job satisfaction is closely related to employees' attitudes towards various factors in their work, such as work situations, social influences at work, rewards, leadership, and other factors (Lodge & Gill, 2011; Waridin, 2004). People feel satisfied if there is no discrepancy between what they want and their perception of reality. Although there may be differences, if the differences are positive, employees will feel satisfied, and vice versa. Employees will feel satisfied if their needs are met. The greater the needs fulfilled, the more satisfied they will be, and vice versa. The main objective of the research is to provide a comprehensive understanding of the impact of Corporate Culture, Leadership Style, Work Environment, and Work Discipline on Employee Performance at PT. PLN (Persero), and to offer empirical evidence related to the outcomes of PT. PLN (Persero)'s transformation.

METHOD

In this study, the author employs a quantitative method with a descriptive approach. This descriptive method aims to understand the nature and deeper relationships between two variables by observing specific aspects in greater detail to obtain data relevant to the research problem and objectives. The data is then processed, analyzed, and further examined based on established theories to draw conclusions. The population in this study

includes all organic and non-organic employees of PT. PLN (Persero) UPP JBTB 3, totaling 43 individuals. The sampling technique used is purposive sampling. Given the total number of 43 employees, the sample for this study also consists of 43 respondents. Data collection techniques include questionnaires, interviews, observations, tests, documentation, and others. The data collection instruments, as tools used to gather data, can include checklists, open/closed questionnaires, Google Forms, interview guidelines, and more.

In data analysis, various techniques are used to ensure an efficient and valid regression model. The normality test ensures a normal distribution of variables using a P-P plot. The multicollinearity test identifies correlations between independent variables with a VIF value below 10 and tolerance above 0.01. The autocorrelation test uses the Durbin Watson (DW) value to detect residual correlations, while the heteroskedasticity test checks for unequal variances of residuals through a scatter plot. Multiple linear regression is used to measure the influence of several independent variables on the dependent variable. Hypothesis testing includes the coefficient of determination (R²) to show the variation of the dependent variable, the simultaneous test (F-test) for the joint effect of independent variables, and the partial test (t-test) for the significant effect of each independent variable. These techniques ensure a valid and reliable regression model for analyzing employee performance at PT. PLN (Persero) UPP JBTB 3.

RESULT AND DISCUSSION

Normality Test

The normality test in this study uses the Kolmogorov-Smirnov test by examining the probability value. If the probability value is greater than 0.05, the data is normally distributed. The following are the results of the normality test:

Table 1. Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual	
N		43	
Normal Parameters ^{a,b}	Mean	.0000000	
	Std. Deviation	2.72381944	
Most Extreme Differences	Absolute	.124	
	Positive	.063	
	Negative	-.124	
Test Statistic		.124	
Asymp. Sig. (2-tailed)		.097 ^c	
Monte Carlo Sig. (2-tailed)	Sig.	.487 ^d	
	99% Confidence Interval	Lower Bound	.474
		Upper Bound	.500

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. Based on 10000 sampled tables with starting seed 2000000.

The normality test yielded a probability value of 0.487, which is greater than 0.05, indicating that the data in the study is normally distributed. Additionally, normality can also be observed from the Histogram Graph below:

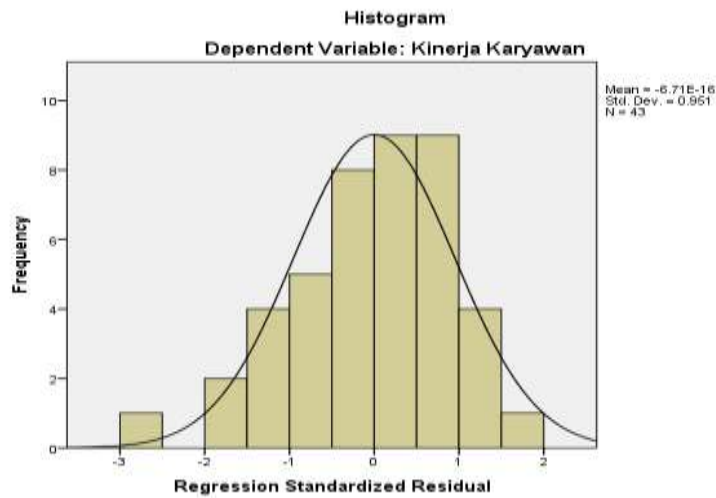


Figure 1. Histogram of Data Normality

Based on the normality test from the histogram, it is observed that the graph forms a perfect bell curve, and the data points are within the lines, indicating that the data follows a normal distribution.

Multicollinearity Test

The multicollinearity test in this study utilized VIF (Variance Inflation Factor) and tolerance values. According to the criteria, if the tolerance value is greater than 0.1 and the VIF is less than 10, there is no multicollinearity present in the research data. Below are the results of the multicollinearity test:

Table 2. Multicollinearity Test Results

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	Budaya Perusahaan	.171	5.844
	Gaya Kepemimpinan	.193	5.171
	Lingkungan Kerja	.246	4.057
	Disiplin Kerja	.326	3.069

a. Dependent Variable: Kinerja Karyawan

The multicollinearity test results show that the VIF values range from 3.069 to 5.844, which are less than 10, indicating no issues with multicollinearity in the research data. Additionally, the tolerance values for each independent variable range from 0.171 to 0.326, which are greater than 0.1. Therefore, the research data passes the multicollinearity test.

Autocorrelation Test Results

Autocorrelation testing in the research used the Durbin-Watson test, and the test results with Durbin-Watson are shown in the following table:

Table 3. Autocorrelation Test Results

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.878 ^a	.771	.746	1.660	2.046

a. Predictors: (Constant), Lingkungan kerja, Budaya Perusahaan, Gaya kepemimpinan, Disiplin Kerja

b. Dependent Variable: Kinerja Karyawan

The result of the autocorrelation test using Durbin Watson showed a DW value of 2.046, with $k = 4$ and $n = 43$. This resulted in a lower limit (dl) of 1.3166 and an upper limit (du) of 1.7200. Calculating $4-du$ gives us 2.28. Therefore, the DW value of 2.046 falls between $du (1.7200) < DW (2.046) < 4-du (2.28)$, indicating that there is neither positive nor negative autocorrelation in the data from the study.

Heteroskedasticity Test

Heteroskedasticity can be observed from scatterplot graphs that spread either above or below, or to the right or left of the zero line. The results of the scatterplot test can be seen in the following figure:

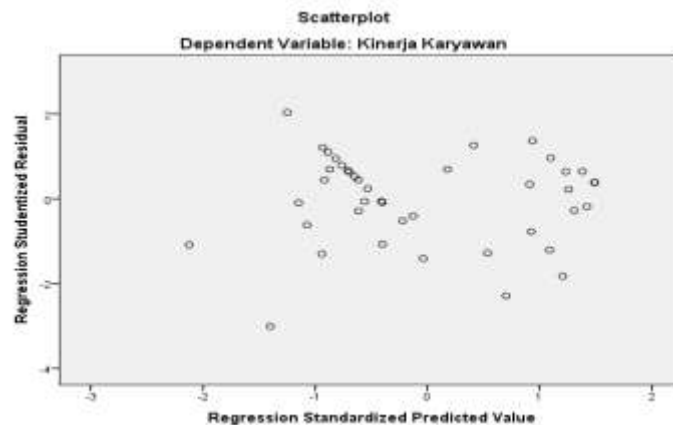


Figure 2. Scatterplot Graph

The scatterplot test results show that the plots are spread both above and below the zero line, indicating no heteroscedasticity in the data. However, this test is not definitive and is based on assumptions, so there is a need for a more conclusive test, namely the Glejser test. Heteroscedasticity testing with the Glejser test involves examining the probability value; if the probability value is greater than 0.05, then the data satisfies the heteroscedasticity test. Below are the results of the heteroscedasticity test using the Glejser test:"

Table 4. Glejser Test Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.038	.057		.668	.508
	Budaya Perusahaan	-.001	.001	-.343	-1.600	.118
	Gaya Kepemimpinan	.003	.002	.329	1.680	.101
	Lingkungan Kerja	-2.580E-5	.002	-.003	-.016	.987
	Disiplin Kerja	-.002	.002	-.107	-.634	.529

a. Dependent Variable: ABRESID2

The heteroscedasticity test using the Glejser test resulted in probability values for each variable of 0.118, 0.101, 0.987, and 0.529. These probability values are greater than 0.05, indicating that the data in the study satisfies the heteroscedasticity test.

Multiple Linear Regression Test

The multiple linear regression analysis in this study was conducted using the SPSS application. The equation form is as follows:

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + e$$

Therefore, based on the analysis results using the SPSS program, the multiple regression equation can be presented as follows:

Table 5. Results of Multiple Regression Test

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.889	3.924		.226	.822
	Budaya Perusahaan	-.067	.122	-.082	-.555	.582
	Gaya Kepemimpinan	.114	.114	.139	1.001	.323
	Lingkungan Kerja	.396	.130	.374	3.052	.004
	Disiplin Kerja	.527	.101	.553	5.190	.000

a. Dependent Variable: Kinerja Karyawan

Based on the table, the regression equation can be described as follows:

$$Y = 0,889 + (-0,67)X_1 + 0,114X_2 + 0,396X_3 + 0,527X_4 + e$$

In the regression equation, it can be explained that:

1. The constant value of 0.889 indicates that if all independent variables (X₁, X₂, X₃, X₄) have a value of zero, the employee performance (Y) is predicted to be 0.889.
2. The regression coefficient for the corporate culture variable (X₁) is -0.67. This means that each one-unit increase in corporate culture, assuming other variables remain constant, will decrease employee performance by 0.67 units. This negative coefficient indicates that there is a negative influence of corporate culture on employee performance in the context of this study.

3. The regression coefficient for the leadership style variable (X2) is 0.114. This means that each one-unit increase in leadership style, assuming other variables remain constant, will increase employee performance by 0.114 units.
4. The regression coefficient for the work environment variable (X3) is 0.396. This indicates that each one-unit increase in the work environment, assuming other variables remain constant, will increase employee performance by 0.396 units.
5. The regression coefficient for the work discipline variable (X4) is 0.527. This means that each one-unit increase in work discipline, assuming other variables remain constant, will increase employee performance by 0.527 units.

From the results of the multiple linear regression test, it was found that the variables of leadership style, work environment, and work discipline have a positive influence on employee performance. On the other hand, the variable of corporate culture has a negative influence on employee performance in the context of this study. The work discipline variable (X4) has the greatest influence on employee performance with a coefficient of 0.527, followed by the work environment (X3) with a coefficient of 0.396, and leadership style (X2) with a coefficient of 0.114. Corporate culture (X1) has a negative influence with a coefficient of -0.67.

Hypothesis Testing

In this study, we tested the hypothesis regarding the influence of the variables corporate culture (X1), leadership style (X2), work environment (X3), and work discipline (X4) on employee performance (Y). Hypothesis testing was conducted to determine the significance of the influence of each independent variable on the dependent variable.

Determination Coefficient Test (R^2)

The determination test describes the percentage of influence between the independent variables and the dependent variable. The research results in the table are obtained as follows:

Table 6. Results of the Determination Coefficient Test

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.878 ^a	.771	.746	1.660

a. Predictors: (Constant), Lingkungan kerja, Budaya Perusahaan, Gaya kepemimpinan, Disiplin Kerja

b. Dependent Variable: Kinerja Karyawan

The Adjusted R Square value of 0.746 takes into account the number of independent variables in the model and the number of observations used in the analysis. This value indicates that, after adjusting for the number of variables and sample size, approximately 74.6% of the variation in employee performance (Y) can be explained by the variables corporate culture (X1), leadership style (X2), work environment (X3), and work discipline

(X4) included in the model. The remaining 25.4% is explained by other factors not mentioned in this analysis, such as workload, incentives, income, and others.

The calculated r value (correlation) for the relationship between the independent variables and employee performance together is 0.878. Since this calculated r value is greater than the r table value of 0.3008, there is a positive and significant relationship between corporate culture (X1), leadership style (X2), work environment (X3), and work discipline (X4) with employee performance (Y), which falls into the category of very strong.

Results of Simultaneous Test (F-test)

ANOVA can describe the simultaneous or collective influence of independent variables on the dependent variable. The research findings from the table are as follows:

Table 7. Results of F-test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1901.185	4	475.296	57.962	.000 ^b
	Residual	311.606	38	8.200		
	Total	2212.791	42			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Disiplin Kerja, Budaya Perusahaan, Lingkungan Kerja, Gaya Kepemimpinan

The influence of dimensions of corporate culture (X1), leadership style (X2), work environment (X3), and work discipline (X4) simultaneously or collectively on employee performance. From the questionnaire results, the sample size is 43, thus:

$$df1 = k(x + y) - 1 = 5 - 1 = 4$$

$$df2 = n - k(x + y) = 43 - 5 = 38$$

Therefore, F table = df1, df2 = 4, 38 = 2.619

F calculated = 57.962

The data analysis results show that the calculated F value (57.962) > the critical F value (2.619), therefore, the initial hypothesis (Ha) in this study is accepted. Additionally, the p-value of 0.000 < 0.05 indicates that corporate culture (X1), leadership style (X2), work environment (X3), and work discipline (X4) collectively and significantly influence employee performance positively.

Partial Test (t-test)

The t-test is used to determine whether each individual independent variable has a significant effect on the dependent variable. The hypotheses are as follows:

H0 is accepted if the calculated t-value < the critical t-value at $\alpha = 5\%$

Ha is accepted if the calculated t-value > the critical t-value at $\alpha = 5\%$

Table 8. Results of t-test

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1						
	(Constant)	.889	3.924		.226	.822
	Budaya Perusahaan	-.067	.122	-.082	-0.555	.582
	Gaya Kepemimpinan	.114	.114	.139	1.001	.323
	Lingkungan Kerja	.396	.130	.374	3.052	.004
	Disiplin Kerja	.527	.101	.553	5.190	.000

a. Dependent Variable: Kinerja Karyawan

Based on the table, the hypothesis testing can be described as follows: The questionnaire results obtained a sample size of 43, so degrees of freedom (df) = $n - k - 1 = 43 - 4 - 1 = 38$. Thus, the critical t-value (t-table) is 1.68595. The analysis results show that:

Corporate Culture on Employee Performance

Based on the results of the t-test, Corporate Culture does not have a statistically significant positive impact on employee performance at PT. PLN (Persero) UPP JBTB 3. This conclusion is drawn from the t-value (thitung) of -0.555, which is less than the critical t-value (ttabel) of 1.68595, and a significance level (p-value) of 0.582, which is greater than 0.05. Although there is a very small negative effect, it is not statistically significant. Therefore, in the context of this study, corporate culture may not be a primary factor influencing employee performance at PT. PLN (Persero) UPP JBTB 3.

Despite the non-significant findings regarding corporate culture, developing programs that support a positive culture remains important. Training programs, development of corporate values, and initiatives that foster a good work culture can indirectly contribute to improving employee performance at PT. PLN (Persero) UPP JBTB 3. This can be especially effective when combined with improvements in work environment and enhanced work discipline, creating an ecosystem that supports overall employee performance. This study aligns with research conducted by (Haryani et al., 2022; Silalahi & Hermiati, 2023) where the findings similarly indicate that organizational culture does not have a significant positive impact on employee performance.

Leadership Style on Employee Performance

Based on the t-test results, Leadership Style does not have a statistically significant positive impact on employee performance at PT. PLN (Persero) UPP JBTB 3. This conclusion is based on the t-value (thitung) of 1.001, which is less than the critical t-value (ttabel) of 1.68595, and a significance level (p-value) of 0.323, which is greater than 0.05. Although there is a positive effect, it is not statistically strong enough to be considered significant. Therefore, in the context of this study, leadership style may not be a primary factor influencing employee performance at PT. PLN (Persero) UPP JBTB 3.

Despite the non-significant findings regarding leadership style, developing programs that support effective leadership remains important. Leadership training programs, mentoring, and coaching initiatives can indirectly contribute to improving performance at

PT. PLN (Persero) UPP JBTB 3. This can be particularly effective when combined with improvements in work environment and enhanced work discipline to create an ecosystem that supports overall employee performance. This study aligns with the findings of research conducted by (Wulandari et al., 2021) where leadership style similarly did not have a significant impact on employee performance at PT Hermosa Garment International.

Work Environment on Employee Performance

Based on the t-test results, Work Environment has a statistically significant positive impact on employee performance at PT. PLN (Persero) UPP JBTB 3. This conclusion is supported by the t-value (thitung) of 3.052, which exceeds the critical t-value (ttabel) of 1.68595, and a significance level (p-value) of 0.004, which is less than 0.05. This positive effect indicates that a better work environment leads to improved employee performance. These findings underscore the importance of the work environment as a critical factor influencing employee performance within PT. PLN (Persero) UPP JBTB 3.

Given the significant impact of the work environment on performance, the company should consider investing in workplace facilities that support employee productivity. This could include ergonomic work equipment, comfortable break areas, and safe and healthy workspaces. Additionally, implementing employee welfare programs that address physical and mental health, work-life balance, as well as social and recreational activities, can enhance employee morale and job satisfaction. A positive work environment motivates employees, makes them feel comfortable in their roles, and ultimately enables them to perform optimally.

It is undeniable that workplace environment now receives greater attention compared to earlier times, driven by rising standards of living where individuals seek supportive atmospheres for their work. This aligns with research findings by (Indrasari et al., 2018) which similarly highlight the positive and significant impacts of organizational culture, work environment, leadership style, and job satisfaction on the performance of faculty members at Negeri Bojonegoro Community Academy.

Work Discipline on Employee Performance

Based on the t-test results, Work Discipline has a statistically significant positive impact on employee performance at PT. PLN (Persero) UPP JBTB 3. This conclusion is supported by the t-value (thitung) of 5.190, which exceeds the critical t-value (ttabel) of 1.68595, and a significance level (p-value) of 0.000, which is much less than 0.05. This strong positive effect indicates that higher levels of work discipline lead to better employee performance. These findings highlight work discipline as a key factor influencing employee performance within PT. PLN (Persero) UPP JBTB 3.

To enhance work discipline, it is crucial to establish clear and transparent disciplinary policies. Effective supervision systems and constructive feedback should be implemented to ensure that employees adhere to established standards. Additionally, implementing reward systems for employees who demonstrate good work discipline, as well as fair sanctions for those who violate rules, can motivate employees to improve their discipline and consequently enhance their performance. Building a culture of work discipline starts with

leadership setting a good example. Leaders who exhibit strong work discipline serve as role models for employees and encourage them to follow suit. This study aligns with the findings of research conducted by (Erni et al., 2022) which underscore the positive and crucial impact of work discipline on the performance of vocational school teachers at SMK Pancasila Sumba Barat Daya.

Simultaneous Influence of Corporate Culture, Leadership Style, Work Environment, and Work Discipline on Employee Performance (H5)

Corporate Culture, Leadership Style, Work Environment, and Work Discipline simultaneously have a significant and positive influence on Employee Performance, as indicated by the data analysis results showing that the calculated F-value (57.962) > the critical F-value (2.619). Therefore, the alternative hypothesis (H_a) of this study is accepted, and the null hypothesis (H_0) is rejected with a significance value (p-value) of $0.000 < 0.05$.

To enhance employee performance, PT. PLN (Persero) UPP JBTB 3 should not only focus on individual variables but also consider the interactions and contributions of Corporate Culture, Leadership Style, Work Environment, and Work Discipline. Strategies to improve employee performance should include strengthening positive corporate culture, developing effective leadership styles, creating a conducive work environment, and implementing strict work discipline.

PT. PLN (Persero) UPP JBTB 3 should also evaluate its existing corporate culture and make adjustments to ensure it supports optimal employee performance. Leadership training focusing on the development of effective leadership styles tailored to the needs of employees and the organization should be conducted. Create a safe, comfortable, and productive work environment by addressing both the physical and psychological aspects of the workplace. Implement clear and consistent work discipline policies, and recognize employees who demonstrate high levels of discipline in their work.

This research aligns with the findings of (Lumenta et al., 2019) which indicate that Leadership Style, Organizational Culture, and Work Environment have a simultaneous significant impact on Employee Performance at the Department of Public Works and Spatial Planning in Manado City, and Leadership Style, Organizational Culture, and Work Environment have a partial impact on Employee Performance at the Department of Public Works and Spatial Planning in Manado City.

CONCLUSION

Based on the research findings and discussions presented, the conclusions drawn from this study are as follows: Corporate Culture does not have a significant influence on Employee Performance at PT. PLN (Persero) UPP JBTB 3 individually in this study, based on the t-test results where $t_{hitung} < t_{tabel}$. Given that corporate culture does not significantly impact employee performance, the company may consider focusing more on other factors that have been proven to have significant effects, such as work environment and work discipline. Leadership Style does not have a significant influence on Employee Performance at PT. PLN (Persero) UPP JBTB 3 individually in this study, based on the t-test results where $t_{hitung} <$

ttabel. Since leadership style does not significantly affect employee performance at PT. PLN (Persero) UPP JBTB 3, the company may prioritize other factors that have demonstrated significant impacts, such as work environment and work discipline. Work Environment has been proven to have a positive and highly significant influence on employee performance at PT. PLN (Persero) UPP JBTB 3, based on the t-test results where $t_{hitung} > t_{tabel}$. Therefore, creating a safe, comfortable, and supportive work environment that considers both the physical and psychological aspects is crucial for enhancing employee performance at PT. PLN (Persero) UPP JBTB 3. Work Discipline has been proven to have a positive and highly significant influence on employee performance at PT. PLN (Persero) UPP JBTB 3, based on the t-test results where $t_{hitung} > t_{tabel}$. This indicates that higher levels of work discipline lead to better employee performance. Thus, rejecting the Null Hypothesis (H_0) and accepting the Alternative Hypothesis (H_a). Strengthening work discipline through clear and consistent policies is essential, as high discipline has a significant impact on employee performance. The research results indicate that among the four variables—Corporate Culture, Leadership Style, Work Environment, and Work Discipline—the most dominant factor influencing Employee Performance at PT. PLN (Persero) UPP JBTB 3 is Work Discipline, as evidenced by its substantial t-test result. These conclusions suggest that PT. PLN (Persero) UPP JBTB 3 should prioritize enhancing work discipline alongside creating a conducive work environment to effectively improve employee performance.

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