

THE INFLUENCE OF LEADERSHIP STYLE, WORK ENVIRONMENT AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL CULTURE AS A VARIABLE INTERVENING IN THE MANPOWER AND TRANSMIGRATION OFFICE OF RIAU ISLANDS PROVINCE MANPOWER SUPERVISION UPT BATAM CITY

Ali Sarpudin¹, Chablullah Wibisono², Muammar Khaddafi³, Bambang Satriawan⁴,
Ngaliman⁵, Muhammad Gita Indrawan⁶

^{1,2,4,5,6}Faculty of Economics and Business, Universitas Batam

³Faculty of Economics and Business, Universitas Malikussaleh

Corresponding E-mail: ali.sarpudin.78@gmail.com

Abstract

This research aims to examine the following five variables Leadership style, work environment, work discipline, employee performance and organizational culture Data analysis with parametric and non-parametric statistics using SEM-PLS (Structural Equation Modeling-Partial Least Square) Data analysis with parametric and non-parametric statistics parametric research variables, calibration tests / pilot tests, validity and reliability, outer model and inner model analysis, as well as discussion of the results of hypothesis testing or path analysis. This research uses path analysis to test relationship patterns that reveal the influence of a variable or set of variables on other variables, both direct and indirect influences. The path coefficient calculation in this research was assisted by SmartPLS. From the test results it was found that Leadership Style has a significant positive influence on organizational culture, Work environment has a significant positive influence on organizational culture, Work discipline has a significant positive influence on organizational culture, Leadership Style has a significant positive influence on Employee Performance, Environment Work has a positive but not significant influence on Employee Performance, Work Discipline has a positive but not significant influence on Employee Performance, Organizational culture has a significant positive influence on Employee Performance, There is a significant influence between leadership style on Employee Performance and Organizational Culture as a variable intervening, There is a significant influence between the work environment on Employee Performance and Organizational Culture as an intervening variable. There is a significant influence between work discipline on Employee Performance and Organizational Culture as an intervening variable.

Keywords : *Leadership Style, Work Environment, Work Discipline, Employee Performance, Organizational Culture*

1. INTRODUCTION

Humans as one of the main skilled resources are needed in various fields because it is a global demand that cannot be postponed or negotiable. In an organization, Human Resources need to be managed and utilized productively. The management and utilization of Human Resources is aimed at achieving organizational goals and the development of the individuals concerned within the scope of work. Human resources really determine the level of effectiveness and efficiency of an organization in realizing its goals. Human resource development is a process of improving human quality or ability in order to achieve organizational goals and has an important role in achieving the success of an organization. Performance issues are the main thing in a company's assessment for making decisions. Employee performance is required to obtain satisfactory work results, because the company can be expected to be able to display the best performance and be able to compete

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with its competitors. As part of human resources which has a vital role for the company, the company desires employees who perform beyond the standards previously determined by the company or even exceed these standards. The difference between one person's performance and another person in work conditions is the difference in the characteristics of that person. A good worker works by first making good and considered plans so that the planned goals can be achieved.

Employee performance cannot be separated from leadership style issues (Efendi, 2020, p. 5); (Zarvedi et al., 2017, p. 201) and (Rafii et al., 2018, p. 36). Where in an organization, each leader basically has different behavior in leading his followers in an organization. The behavior of leaders is called leadership style. Leadership style is an important aspect to achieve and increase a person's leadership success in an organization.

Apart from leadership style, employee performance is also influenced by the work environment (Audrey Josephine & Harjanti, 2017, p. 53). A good work environment consisting of the environment within the company and outside the company. The environment that influences a company's activities and business has a changing nature in exploiting opportunities and overcoming threats from a complex environment. Achieving a conducive work environment is created by the company's effectiveness as seen from work relationships or interactions both individually and in groups and systems with a level of results from low attendance, low employee turnover, and minimal deviation, so employees will feel job satisfaction with their company.

Organizational performance that is not yet optimal is also influenced by employee discipline (Vallennia et al., 2020, p. 39). Discipline can determine employee performance. This will be a problem if employees are not disciplined, completing tasks will be delayed and reflect maximum effort in achieving goals. Furthermore, leaders of organizations can add, develop and change according to their leadership within the organization, this is in accordance with research (Mufidah, 2018, p. 83) where in research conducted at the Sultan Agung Islamic Hospital, Semarang with a total of 88 respondents, it was found that there was a relationship between leadership style, work environment and work discipline on employee performance. Apart from that, organizational culture will be strong if it is supported by leadership style, work environment and discipline. Where all of these variables will support employee performance in achieving organizational goals.

The Batam City Labor Supervision UPTD Department of Manpower and Transmigration is based on the Riau Islands Governor's Regulation number 74 of 2021 and is an organization that carries out certain technical operational and/or supporting technical activities at the Manpower and Transmigration Service of the Riau Islands Province. The UPTD for Labor Inspection is led by a Head of the UPTD, operationally located under and responsible to the Head of Service and administratively coordinated through the Labor Inspection Division of the Manpower and Transmigration Service of the Riau Islands Province.

In carrying out operational technical activities, the UPTD has the task of guiding and supervising work norms, organizing worker welfare facilities and institutions as well as social security norms for workers, and in fulfilling all the functions of these duties, the Batam City Labor Inspectorate UPTD is currently faced with various problems that affect its performance. Employees, one of these problems is related to the high level of rotation or change at the leadership level and head of the Riau Islands Province Manpower and Transmigration Service and Batam City Labor

Supervisory UPTD, where this directly affects the pattern and performance of employees, this is because the leaders and heads of the Manpower Department Work and Transmigration in the Riau Islands Province and UPTD have different characteristics and leadership styles so that when there is a change of leader, the work patterns and systems that exist within the Manpower and Transmigration Service of the Riau Islands Province and UPTD also change.

Apart from that, the work environment is also suspected affects the performance of the Batam City Labor Inspectorate UPTD employees where one of the main functions of the Batam City Labor Inspectorate UPTD is to provide information and technical advice to employers and workers or laborers regarding matters that can guarantee the effectiveness of the implementation of labor laws and regulations and in carrying out This function is the working environment of the Batam City Labor Inspectorate UPTD, which is often faced with the issue of demonstrations or demonstrations which are often carried out by workers or laborers in conveying their demands and aspirations, this of course affects the psychology and performance of the Batam City Labor Inspectorate UPTD employees in carrying out their activities. duties, this condition is also exacerbated by the lack of work support facilities and the condition of the Batam city labor supervisory UPTD office which is not optimal where due to its size, workload and cases that must be completed, the condition of the Batam city labor supervisory UPTD office indirectly slows down the completion of tasks and affects performance of Batam city labor supervisory UPTD employees.

Apart from that, work discipline among Batam City Labor Supervisory UPTD employees is very much needed, because the organization's goals will be difficult to achieve if there is no work discipline. Good discipline reflects the extent of a person's responsibility for the tasks assigned to Batam City Labor Supervisory UPTD employees. This of course encourages the desire to achieve high work performance. However, there are various problems in carrying out the function of the Batam City Labor Inspectorate UPTD, employees often have difficulty in meeting the work standards set, which affects the achievement of high work performance standards. These various problems have implications for the performance of Batam City Labor Supervisory UPTD employees. Based on the background and description above, the author is interested in conducting research with the title "The Influence of Leadership Style, Work Environment and Work Discipline on Employee Performance with Organizational Culture as an Intervening Variable at the Manpower and Transmigration Service, Riau Islands Province, Batam City Labor Inspection UPT".

2. IMPLEMENTATION METHOD

Place and time of research

The research was conducted at the Provincial Manpower and Transmigration Service. Riau Islands UPTD labor supervisor for the city of Batam. With a time period of six months starting from January 2023 to June 2023. Starting with theoretical research (literature), then submitting a research proposal, then collecting data and processing it. In completing this thesis report, correction and guidance time was used as well as data preparation up to the final exam and schematically.

Research design

In this paper, the research design used is a descriptive method with a quantitative approach. The descriptive method aims to get a picture of the problem (circumstances) to determine the existence of a problem, the size of the problem, the extent of the problem, and the importance of the problem (Rumengan, 2010:35). This design is to obtain a descriptive picture of the main

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research variables, in accordance with the research objectives. Descriptive according to Sugiyono (2009:206) is used to analyze data by describing or illustrating the data that has been collected as it is without making generally accepted conclusions or generalizations. Meanwhile, the quantitative approach according to Rumengan (2010:9) emphasizes theory testing through measuring research variables with numbers and analyzing data using statistical procedures. The aim of the quantitative method is to create a systematic description of the factors and properties of the object under study and then combine the variables involved in it.

Types and Sources of Research Data

The types and sources of this research data can be explained as follows:

a. Primary data

In the form of primary data, it is the main data that will be processed and analyzed, where the data is obtained from the results of respondents' answers through interviews or distributed questionnaires.

b. Secondary Data

In the form of secondary data which is complementary or supporting related to research obtained from internal or external sources. Meanwhile, data sources are sources of information obtained from different results according to the purpose, type and problem. All sources of data and information from any source, both written and unwritten, are very necessary in research.

Population and Sample

a. Population

Population or universe is the total number of objects or individual units whose characteristics are a temporary estimate. Population is part of a group of people, events, things that have certain characteristics. (Rumengan, 2010: 39). Meanwhile, according to Priyatno (2010:8) population is a group or collection of subjects or objects that will be subject to generalization of research results. These units or individuals are called units of analysis. The population unit for this research is all State Civil Apparatus (ASN) UPTD labor supervisors in Batam City, totaling 109 people.

b. Sample

Part of the population whose characteristics are to be investigated and considered representative of the research population is the sample (Rumengan; 2010: 39). Priyanto (2010: 8) states that a sample is a portion of the population whose characteristics are to be investigated and is considered to represent the entire population but the number is smaller/fewer than the total population or part of the population to be studied. The sample was determined using the census technique, namely taking the entire population sample needed in this research.

Data Collection Techniques and Instruments

a. Data collection technique

The data collection techniques used in this research are as follows: 1) Questionnaires, 2) interviews, 3) documentation or literature. A questionnaire consists of a list of questions given to respondents and then the respondent answers and fills in the questionnaire or questionnaire.

Questionnaires are distributed to respondents or company employees. Interviews were carried out by asking questions and answers to respondents, employees and company leaders, to complete and obtain data obtained from the answers through the questionnaire. The data from this interview is used as a complement to the results of the analysis in the research. Documentation is carried out by studying several literatures and collecting written and unwritten materials obtained at research locations and libraries.

b. Data Collection Instrument

The instrument used in this research is a questionnaire. Each variable is measured using a Likert scale, with measurement procedures, namely: 1) Respondents are asked to answer general questions which will be used as a basis for whether the respondent falls within the criteria or not, 2) Respondents are asked to agree or disagree with the statement proposed by the researcher on the basis of the perceptions of each respondent. The answer consists of five choices, namely: Strongly Disagree (STS), Disagree (TS), Undecided (RR), Agree (S), and Strongly Agree (SS), 3) Scoring. The answer Strongly Agree (SS) is given a value of 5, and so on decreasing until the answer Strongly Disagree (STS) is given a value of 1.

Data analysis method

The analytical method used in this research is an approach using partial least squares (PLS) with component or variant-based structural equation modeling (SEM) models. This method uses an alternative approach that shifts from a covariance-based to a variance-based structural equation modeling approach. Covariant-based structural equation models generally test relationships or causality or theory and partial least squares are more predictive models.

Data analysis technique

The data analysis technique in this research uses descriptive statistics and data analysis requirements tests in the form of instrument tests, data quality tests, and hypothesis tests. For these reasons, this research chose the data analysis tools that will be used, namely, descriptive research analysis, nonparametric test analysis, and test analysis with partial least squares/PLS.

3. RESULTS AND DISCUSSION

Data collection

In this study, researchers used respondent data, such as gender, age, length of service and education of the respondent in order to provide information about the characteristics of the respondent. Where from the questionnaire distributed there were 104 respondents. The discussion in this chapter is the result of a field study to obtain questionnaire answer data that measures the five main variables in this research. Data analysis with parametric and non-parametric statistics using SEM-PLS (Structural Equation Modeling-Partial Least Square) regarding research variables, instrument testing, validity and reliability testing of hypothesis testing, as well as discussion of the results of hypothesis testing and Path Analysis. This research uses path analysis to test relationship patterns that reveal the influence of a variable or set of variables on other variables, both direct and indirect influences.

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Data analysis

a. Measurement Model Analysis (Outer Model)

This model specifies the relationship between latent variables and their indicators or it could be said that the outer model defines how each indicator is related to other latent variables. The tests carried out on the outer model are reflective indicator tests which consist of convergent validity, discriminant validity, composite reliability, average variance extracted (AVE) tests. The reliability test was strengthened with Cronbach's Alpha. Meanwhile, to test the formative indicators, different test points were carried out for the formative indicators, namely significance of weight and multicollinearity.

b. Internal Measurement Model Analysis

Internal consistency analysis is a form of reliability used to assess the internal consistency of results on the same test. Internal consistency testing uses composite reliability values with criteria. A variable is said to be reliable if the composite reliability value is > 0.6. It can also be strengthened by using a Cronbach's Alpha test value > 0.7, so the variable is declared reliable (Ghozali, 2013).

Table 1. Construct Reability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Leadership Style(X1)	0.978	0.979	0.979	0.686
Work Environment(X2)	0.942	0.943	0.953	0.717
Work Discipline (X3)	0.959	0.962	0.966	0.803
Organizational Culture(Z)	0.970	0.971	0.973	0.735
Employee Performance (Y)	0.966	0.968	0.970	0.731

Based on Table 1 above, it can be seen that for the Cronbach alpha value of Variable The Cronbach alpha value of Variable X3 is 0.959 > 0.7 and the composite reliability value is 0.966 > 0.6, so 0.7 and the composite reliability value is 0.970 > 0.6, then Y is reliable.

c. Convergent Validity

Validity testing using PLS can be seen from convergent and discriminant validity testing. Convergent validity is calculated by looking at the outer loading value > 0.7, so an indicator is declared valid.

Table 2. Convergent Validity Test

	Culture Organization	Discipline	Style Leadership	Performance Employee	Environment Work
BO11	0.836				
BO12	0.856				
BO13	0.774				
BO21	0.830				
BO22	0.898				
BO31	0.791				
BO32	0.883				
BO33	0.845				
BO41	0.895				
BO42	0.887				
BO51	0.835				
BO52	0.897				
BO53	0.906				
D12		0.796			
D21		0.864			
D22		0.955			
D31		0.942			
D32		0.867			
D41		0.909			
D42		0.930			
GK11			0.835		
GK12			0.880		
GK13			0.880		
GK21			0.817		
GK22			0.814		
GK23			0.865		
GK24			0.822		
GK25			0.871		
GK31			0.809		
GK32			0.871		
GK34			0.865		
GK35			0.875		
GK43			0.858		
GK44			0.853		
GK45			0.865		
GK51			0.879		
GK52			0.757		
GK54			0.852		

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GK61			0.871		
GK62			0.839		
GK63			0.808		
GK64			0.798		
K12				0.849	
K13				0.776	
K14				0.810	
K21				0.808	
K22				0.788	
K23				0.866	
K31				0.873	
K32				0.891	
K33				0.917	
K41				0.916	
K42				0.925	
K43				0.824	
LK11					0.897
LK12					0.810
LK22					0.901
LK31					0.904
LK32					0.760
LK41					0.887
LK51					0.917
LK52					0.871

Based on Table 2 above, it can be seen that several outer loading values for this research variable are > 0.7. So it can be said that all statements in this research instrument are valid

d. Discriminant Validity

Discriminant validity aims to assess whether an indicator of a construct variable is valid or not, namely by looking at the Heterotrait - Monotrait Ratio of Correlation (HTMT) value < 0.90, then the variable has good discriminant validity (valid).

Table 3. Heterotrait-Monotrait Ratio (HTMT) Discriminant Validity Test

	Organizational culture	Discipline Work	Leadership Style	Employee Performance	Work environment
Organizational culture					
Discipline Work	0.814				
Leadership	0.830	0.841			

Style					
Employee Performance	0.881	0.899	0.884		
Work environment	0.830	0.702	0.653	0.816	

Based on table 3 above, the correlation results between variables have a correlation value of <0.9, thus the correlation value of all variables is declared valid.

e. Structural Model Analysis (Inner Model)

After the measurement model analysis is complete, the next stage is measuring structural capital. In this test there are two stages, namely testing the direct influence hypothesis and testing the indirect influence hypothesis. The hypothesis testing path coefficients are in the image below:

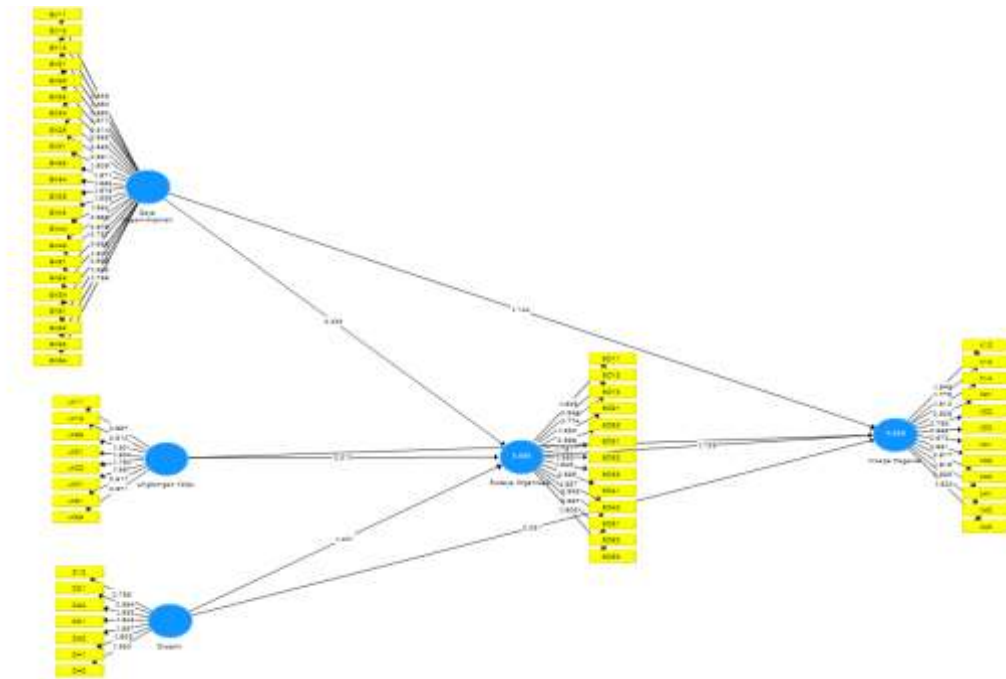


Figure 1. Structural Path Coefficient Model

f. Direct Effect Testing

Hypothesis testing is carried out to test the influence of the independent variable on the dependent variable. Hypothesis testing is carried out with an alpha of 5%. If a p-value <0.05 is obtained, it can be concluded that the proposed hypothesis is supported and significant.

Table 4. Direct Influence Hypothesis

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Culture -> Employee	0.735	0.738	0.087	8,455	0,000

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Performance					
Discipline -> Organizational Culture	0.401	0.411	0.073	5,522	0,000
Discipline -> Employee Performance	0.051	0.046	0.084	0.607	0.544
Leadership Style -> Organizational Culture	0.335	0.326	0.057	5,890	0,000
Leadership Style -> Employee Performance	0.144	0.145	0.054	2,651	0.008
Work Environment -> Organizational Culture	0.313	0.312	0.071	4,381	0,000
Work Environment -> Employee Performance	0.069	0.070	0.047	1,472	0.142

g. Indirect Effect Testing

Indirect influence hypothesis testing aims to prove hypotheses about the influence of a variable on other variables indirectly (through intermediaries). If the indirect influence coefficient value > direct influence coefficient, then the intervening variable is mediating the relationship between one variable and another variable. On the other hand, if the indirect influence coefficient value is <direct influence coefficient, then the intervening variable does not mediate the relationship between one variable and another variable.

Table 5. Indirect Influence Hypothesis

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Discipline -> Employee Performance	0.295	0.304	0.066	4,446	0,000
Leadership Style -> Employee Performance	0.247	0.240	0.046	5,382	0,000
Work Environment -> Employee Performance	0.230	0.231	0.064	3,611	0,000

Based on Table 5, the test of the Indirect Effect above can be described as follows:

1. The Organizational Culture variable (Z) intervenes in the influence of Leadership Style (X1) on Employee Performance (Y) has a p value of 0.000 < 0.05 with a t-statistic of 5.382 > t-

table value of 1.96, so there is a positive influence based on the Original Sample value of 0.247 (positive) is significant between Leadership Style on Employee Performance and Organizational Culture as an intervening variable at the Department of Manpower and Transmigration UPTD Labor Supervision of Batam City.

2. The Organizational Culture variable (Z) intervening in the Work Environment (X2) on Employee Performance (Y) has a p value of $0.000 < 0.05$, with a t-statistic of $3.611 > t$ -table value of 1.96, so there is a positive influence based on the Original Sample value of 0.230 (Positive) There is a significant relationship between the work environment on employee performance and organizational culture as an intervening variable at the Department of Manpower and Transmigration UPTD labor supervisors in Batam City.
3. The variable Organizational Culture (Z) intervenes in Work Discipline (X3) on Employee Performance (Y) has a p value of $0.000 < 0.05$, with a t-statistic of $4.446 > t$ -table value of 1.96, so there is a positive influence based on the Original Sample value of 0.295 (Positive) There is a significant relationship between work discipline on employee performance and organizational culture as an intervening variable at the Department of Manpower and Transmigration, UPTD, Labor Inspectorate of Batam City.

h. Coefficient of Determination (R Square)

The Coefficient of Determination (R-Square) aims to evaluate the accuracy of predictions for a variable. In other words, to evaluate how variations in the value of the dependent variable are influenced by variations in the value of the independent variable in a path model.

Table 6. Coefficient of Determination (R-Square)

	R Square	R Square Adjusted
Organizational culture	0.895	0.892
Employee Performance	0.929	0.927

In table 6 above, the magnitude of the influence of Leadership Style (X1), Work Environment (X2), Work Discipline (X3) on organizational culture is 89.5%, while the magnitude of the influence of Leadership Style (X1), Work Environment (X2) Work Discipline (X3) on employee performance of 92.9%.

Discussion of Hypothesis Testing

a. Leadership Style on Organizational Culture

Based on the statistical test above, it can be explained that leadership style has a significant positive influence on organizational culture, where the variable leadership style (X1) on organizational culture (Z) has a p value of $0.000 < 0.05$ with a t-statistic of $5,890 > t$ -table value of 1.96 This means that the results of empirical data testing prove that the first hypothesis in this research, namely leadership style, is proven to have an influence on organizational culture at the UPTD labor and transmigration office for Batam city labor supervisors. From the results of this research, it can be seen that a good leadership style from the organization will improve the organizational culture at the Batam City Labor Inspectorate UPTD Department of Manpower and

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Transmigration, so that a good leadership style will improve the organizational culture for the better.

b. Work Environment on Organizational Culture

Based on the statistical test above, it can be explained that the work environment has a significant positive influence on organizational culture, where the work environment variable (X2) on organizational culture (Z) has a p value of $0.000 < 0.05$ with a t-statistic of $4,381 > t$ -table value of 1.96 This means that the results of empirical data testing prove that the second hypothesis in this research, namely the work environment, is proven to have an influence on organizational culture at the labor and transmigration service of the UPTD labor supervisor in Batam City. From the results of this research it can be seen that the work environment is conducive and there are good relationships. with co-workers, adequate facilities and infrastructure will create comfort and will spur improvement in a good work culture.

c. Work Discipline on Organizational Culture

Based on the statistical test above, it can be explained that work discipline has a significant positive influence on organizational culture, where the work discipline variable (X3) on organizational culture (Z) has a p value of $0.000 < 0.05$ with a t-statistic of $5,522 > t$ -table value of 1.96 This means that the results of empirical data testing prove that the third hypothesis in this research, namely work discipline, is proven to have an influence on organizational culture at the UPTD labor and transmigration department for labor supervision in Batam City.

d. Leadership Style on Employee Performance

Based on the statistical test above, it can be explained that leadership style has a significant positive influence on employee performance, where the Leadership Style variable (X1) on employee performance (Y) has a p value of $0.008 < 0.05$ with a t-statistic of $2,651 > t$ -table value of 1.96 This means that the results of empirical data testing prove that the fourth hypothesis in this research, namely leadership style, is proven to influence employee performance at the UPTD labor and transmigration office for Batam city labor supervisors.

e. Work Environment on Employee Performance

Based on the statistical test above, it can be explained that the work environment does not have a significant influence on employee performance, where the work environment variable (X2) on employee performance (Y) has a p value of $0.142 > 0.05$ with a t-statistic of $1.472 < t$ -table value of 1.96 This means that the results of empirical data testing prove that the fifth hypothesis in this research, namely the work environment, is proven to have no effect on the performance of employees at the UPTD labor and transmigration office for Batam city labor supervisors.

f. Work Discipline on Employee Performance

Based on the statistical test above, it can be explained that work discipline does not have a significant influence on employee performance, where the work discipline variable (X3) on employee performance (Y) has a p value of $0.544 > 0.05$ with a t-statistic of $0.607 < t$ -table value

of 1.96 This means that the results of empirical data testing prove that the sixth hypothesis in this research, namely work discipline, is proven to have no effect on the performance of employees at the UPTD labor and transmigration office for Batam city labor supervisors.

g. Organizational Culture on Employee Performance

Based on the statistical tests above, it can be explained that organizational culture has a significant influence on employee performance. This means that the results of empirical data testing prove that the seventh hypothesis in this research, namely organizational culture, is proven to influence employee performance in the labor and transmigration service of the Batam City Labor Supervisory UPTD.

h. Leadership Style on Employee Performance Through Organizational Culture as an Intervening Variable

Based on the statistical tests above, it can be explained that there is a significant influence between leadership style on employee performance through organizational culture as an intervening variable, where the organizational culture variable (Z) intervenes in the influence of leadership style (X1) on employee performance (Y) has a p value of $0.000 < 0.05$ with a t-statistic of $5.382 > t$ -table value of 1.96. This means that the results of empirical data testing prove that the eighth hypothesis in this research is that there is a significant influence between leadership style on employee performance through organizational culture as an intervening variable in the UPTD supervisory labor and transmigration service. Batam city workforce.

i. Work Environment on Employee Performance Through Organizational Culture as an Intervening Variable

Based on the statistical tests above, it can be explained that there is a significant influence between the work environment on employee performance through organizational culture as an intervening variable, where the organizational culture variable (Z) intervenes between the work environment (X2) on employee performance (Y) and has a p value of $0.000 < 0.05$, with a t-statistic of $3.611 > t$ -table value of 1.96. This means that the results of empirical data testing prove that the ninth hypothesis in this research is the work environment on employee performance through organizational culture as an intervening variable in the labor and transmigration service of the Batam City Labor Inspectorate UPTD.

j. Work Discipline on Employee Performance Through Organizational Culture as an Intervening Variable

Based on the statistical tests above, it can be explained that there is a significant influence between work discipline on employee performance when organizational culture intervenes, where the organizational culture variable (Z) intervenes on work discipline (X3) on employee performance (Y) has a p value of $0.000 < 0.05$, with t-statistic of $4.446 > t$ -table value of 1.96. This means that the results of empirical data testing prove that the tenth hypothesis in this research is that there is a significant influence between work discipline on employee performance through organizational culture as an intervening variable in the labor and transmigration services of the UPTD labor supervisor Batam city.

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4. CONCLUSION

The results of the findings of data analysis in discussion and hypothesis testing can be concluded as follows:

1. Leadership Style has a significant positive influence on organizational culture of the labor and transmigration service UPTD Batam city labor supervisor, so the first hypothesis in this research is accepted.
2. The work environment has a significant positive influence on the organizational culture of the Department of Manpower and Transmigration, UPTD, Batam City Labor Inspectorate. So the second hypothesis in this research is accepted.
3. Work discipline has a significant positive influence on the organizational culture of the Department of Manpower and Transmigration, UPTD, Batam City Labor Inspectorate. So the third hypothesis in this research is accepted.
4. Leadership style has a significant positive influence on the performance of employees of the Department of Manpower and Transmigration UPTD labor supervisors in Batam City. So the fourth hypothesis in this research is accepted.
5. The work environment has an effect but is not significant on the performance of employees of the Department of Manpower and Transmigration of the Batam City Labor Inspectorate UPTD. So the fifth hypothesis in this research is rejected.
6. Work Discipline has an influence but is not significant on the performance of employees of the Department of Manpower and Transmigration UPTD labor supervisors in Batam City. So the sixth hypothesis in this research is rejected.
7. Organizational culture has a significant positive influence on the performance of the Labor and Transmigration Department of Batam City Labor Inspectorate UPTD. So the seventh hypothesis in this research is accepted.
8. There is a significant influence between leadership style on employee performance and organizational culture as an intervening variable at the Department of Manpower and Transmigration UPTD labor supervisors in Batam City. So the eighth hypothesis in this research is accepted.
9. There is a significant influence between the work environment on employee performance and organizational culture as an intervening variable at the Batam City Labor Supervision UPTD Department of Manpower and Transmigration. So the ninth hypothesis in this research is accepted.
10. There is a significant influence between work discipline on employee performance and organizational culture as an intervening variable at the Department of Manpower and Transmigration UPTD Batam City Labor Inspectorate. So the tenth hypothesis in this research is accepted.

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