



The Significance of Leadership Style, Organizational Culture and Organizational Citizenship Behavior on Employee Performance: A Quantitative Approach with a Descriptive Method at PT Tunas Digital Indonesia

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ABSTRAK

This research aims to explore the impact of leadership style, organizational culture, and organizational citizenship behavior on employee performance at PT Tunas Digital Indonesia. A quantitative approach with a descriptive method was applied in this study. Data collection was conducted by distributing questionnaires to 56 respondents. The findings reveal that at PT Tunas Digital Indonesia, leadership style has a positive yet insignificant influence on employee performance, while organizational culture significantly and positively affects employee performance. Conversely, organizational citizenship behavior does not exhibit any notable or significant effect on employee performance. The study emphasizes the necessity of establishing a supportive organizational culture, encouraging OCB practices, and enhancing leadership strategies. These insights highlight the critical role of fostering a conducive organizational environment, promoting OCB, and refining leadership approaches to improve employee performance

INTRODUCTION

In essence, human resource management involves the processes of planning, recruiting, selecting, developing, retaining, and optimizing human resources to achieve specific objectives, both at the individual and organizational levels. Organizations or companies that are backed by skilled, high-potential, and competent human resources will have the capability to secure a competitive edge in the global market and reinforce their presence (Ardiansyah, 2022). In a competitive economic world, competition between companies is increasingly intense, so companies must be able to survive in these dynamics has become increasingly intense, requiring companies to adapt and sustain their operations. One way to survive in this competition amid such competition is to improve company organizational performance by strengthening and developing leadership styles in it within the organization (Ghofur, 2018).

In achieving performance, human resources are needed who have must possess the ability, competence, motivation, and interests, supported by the company's attitude in appreciating and utilizing commitment to recognizing and optimizing the potential of its human resources optimally effectively (Aprilia, 2018). To assess employee performance in a company, within an organization, an effective performance appraisal system is needed.

According to (Wasiman, 2018), an important factor in business is leadership style. A leadership style that does not meet performance standards will affect can negatively impact the desire of subordinates to achieve company goals. efforts to influence many people through communication to achieve goals, influence people by giving orders, encourage others to act, and bring about change. Leadership involves influencing others through communication, providing direction, motivating action, and driving change. To continue to improve enhance the competitiveness of the company, leadership style is very important plays a crucial role.

As stated by Hofstede (as cited in Giffari & Nawatmi, 2023), organizational culture embodies the values, norms, and behaviors demonstrated by employees. It can be understood as a form of collective mental programming that differentiates one group of individuals from another. A well-established organizational culture significantly and positively impacts employee performance. Therefore, it is essential for companies to cultivate, preserve, and continuously enhance their corporate culture to ensure sustainability and long-term success (Kristiawan, 2020).

The work ethic and personality qualities demonstrated by employees are two important components of behavioral ability. Core ability is the ability of a worker to understand and apply various customs or cultures that exist in the company. Core ability refers to a worker's capacity to comprehend and adapt to the company's customs and culture. Conversely, role ability shows how well an employee performs their functions in the organization, especially outside their main duties and responsibilities role ability reflects an employee's effectiveness in fulfilling their organizational functions, particularly beyond their primary responsibilities (Diana et al., 2024).

In their journal, Diana et al. (2024) reference several studies (Pradhan & Jena, 2017; Pang & Lu, 2018) that identify employee performance as the primary factor influencing organizational performance. Research conducted by Pradhan and Jena (2017) as well as Pang and Lu (2018) (as cited in Diana et al., 2024) emphasizes that employee performance serves as a crucial determinant of an organization's overall effectiveness. Various factors contribute to employee performance, one of which is Organizational Citizenship Behavior (OCB). Muhdar (2018) asserts that both spiritual intelligence and OCB play a role in shaping organizational performance. OCB is strongly associated with workplace behaviors characterized by individual initiative and autonomy. OCB behavior is not included in the employee's job requirements or job descriptions, so the company will not sanction employees who do not show it. a formal job requirement or part of an employee's job description; therefore, employees are not penalized for failing to exhibit such behaviors.

Organizational Citizenship Behavior (OCB) pertains to an individual's conduct in the workplace, which emerges as a result of personal initiative and autonomy (Rizal, Abdurahman, & Manggiasih, 2024). This study aims to examine the extent to which the leadership style implemented within the company, the prevailing organizational culture, and the employees' level of OCB influence their overall performance.

PT Tunas Digital Indonesia is a rapidly growing technology company located in Icon Business Park, Ruko The Icon BSD, Jl. Raya Cisauk Lapan, Sampora, Tangerang Regency. This company was founded in 2018 and this company is engaged in the digital agency sector, now we have evolved into a dynamic technology company and initially operated as a digital agency. Over time, it has evolved into a dynamic technology company. Our commitment to excellence drives us to establish comprehensive digital services and products that can encourage you to continue to advance in the ever-growing digital world. Committed to excellence, the company aims to provide comprehensive digital services and products that empower businesses to thrive in the ever-evolving digital landscape. As technology often changes, we also believe in change, and in our environment which is full of technological sophistication to meet digital needs with the latest technology. Recognizing the rapid evolution of technology, the company embraces innovation and continuously adapts to meet digital demands with cutting-edge solutions.

Table 1. Employee Performance Assessment of PT Tunas Digital Indonesia

Evaluation	Year	Score	Number of employees	Percentage	Conclusion
Quality of Work Results	2022	65	145	65%	LOW
	2023	75	129	75%	High
Quantity of Work Results	2022	70	145	70%	High
	2023	80	129	80%	High

Source: PT Tunas Digital Indonesia

This employee performance assessment has a range of assessments, namely uses the following rating scale: 0-45 (Very Low), 45-65 (Low), 66-85 (High), and 86-100 (Very High).

PT Tunas Digital Indonesia estimates projected a decrease in the number of employees in 2023. On the other hand, the company was able to record reported an 80% increase in employee performance in the same year. These results show how well management has used implemented strategies to improve performance and how often they conduct annual performance reviews. By conducting regular reviews, the company strives to ensure that employee quality and productivity are always at a higher level remain consistently high.

Table 2. Employee Lateness Level of PT Tunas Digital Indonesia

Month	2022			2023		
	Number	Late	Come Early	Number Of Employees	Delay	Come Early
January	84	344	1122	143	427	1189
Febuary	114	253	1615	132	326	1327
March	121	287	1769	137	418	1573
April	126	343	1926	135	430	1665
May	128	320	1714	132	294	1827
June	132	294	1827	135	430	1665
July	136	343	1753	137	418	1573
August	141	301	1561	132	294	1827
September	148	387	1635	135	430	1665
October	145	418	1253	132	294	1827
November	140	455	1128	132	294	1827
December	145	423	1304	129	321	1714
Average		347	1551		365	1640

Source: PT. Tunas Digital Indonesia

In table Table 2 above, the number of employees at PT Tunas Digital Indonesia increased from 86 people employees in January to 145 people employees in December 2022. However, the number of company employees decreased in 2023, from 143 people employees in January to 129 people employees in December.

Employee tardiness increased from 347 minutes in 2022 to 365 minutes in 2023, according to the data. Workplace stress could be may have been the cause of the increasing level of tardiness at PT Tunas Digital Indonesia.

The company can should improve communication between leaders and staff to address this issue, and stop additional increases and make work more efficient prevent further increases in tardiness, and enhance work efficiency. In addition, changing the current workplace culture can encourage people to do their jobs with more discipline modifying the workplace culture may promote greater discipline among employees.

Furthermore, this can foster such changes may create a more relaxed and effective work environment, which will increase ultimately enhancing employee commitment and motivation. It is estimated that this method will reduce tardiness and improve the quality of work in general overall work quality.

LITERATURE REVIEW

- *Employee Performance*

- A. *Employee Performance Definition*

Employee performance originates from the concept of Job Performance or Actual Performance, which refers to the tangible work achievements attained by an individual (Irfan Setiawan & Dhyan Parashakti, 2019). Therefore, it can be seen that performance refers to a comparison of an employee's work results with certain standards in a company or institution.

- B. *Factors Affecting Employee Performance*

As stated by Parwoto, Hartono, and Istiqomah (2017) (as cited in Rosalinda, 2022), several factors influence performance, including:

1. Personal or individual attributes
2. Leadership-related aspects
3. Team dynamics
4. System-related elements
5. Contextual or situational conditions

- C. *Employee Performance Assessment Objectives*

The objectives of performance assessment, according to Kasmir (2017) in (Rosalinda, 2022), include:

1. Improving the quality of work
2. Ensuring fair employment opportunities
3. Enhancing effective communication between leaders and employees
4. Strengthening work culture

- D. *Employee Performance Assessment Methods*

Employee performance assessment methods, according to (Mondy & Noe, 2020), include various approaches to evaluating how effective and productive employees are in carrying out their duties. Several methods include:

1. Descriptive written assessment
2. Evaluation based on critical incidents
3. Graphical performance rating system
4. Behavior-based rating scale
5. Performance management through objective setting

- E. *Employee Performance Dimensions and Indicators*

According to Irfan Setiawan and Dhyan Parashakti (2019), employee performance can be classified into three main dimensions: outcomes of work, behavioral aspects in performing tasks, and individual characteristics associated with job performance. These dimensions include:

1. Work outcomes
2. Job-related behavior
3. Personal attributes relevant to work

- **Leadership Style**

- A. *Understanding Leadership Styles*

Kartono (as cited in Wasiman, 2018) defines leadership as the capability of an individual with distinct superior qualities to influence and direct others in a coordinated effort toward achieving specific objectives. Additionally, effective leaders tend to adopt a combination of leadership styles, adjusting their approach according to situational demands, team dynamics, and organizational goals (Salsabilla & Saphira, 2022).

- B. *Leadership Style Factors*

Factors influencing leadership style, according to Reitz (as cited in Rahayu et al., 2017, in Nawawi, 2018), include:

1. A leader's personality, shaped by their education, past experiences, and level of education.
2. The expected and actual behavior of superiors, which serves as a reference for determining an appropriate leadership style.
3. Subordinate behavior, where subordinate performance can influence the effectiveness and leadership style of superiors. Additionally, experience and educational background play a role in shaping the leadership approach.

- C. *Types of Leadership Styles*

Busro (2018, p. 229, as cited in Nawawi, 2018) identifies several types of leadership styles, which include:

1. Authoritarian leadership approach
2. Military-style leadership
3. Paternalistic leadership model
4. Charismatic leadership style

- D. *Impact of Leadership Style*

According to (Goleman, 2019), leadership style significantly impacts the work environment and team performance. Goleman identifies six emotional leadership styles, each with distinct effects:

1. Future-oriented
2. Mentorship-driven
3. Relationship-focused
4. Consensus-based
5. High-performance demanding
6. Authoritative

- E. *Dimensions and Indicators of Leadership Style*

According to (Kartono, 2008, p. 32, as cited in Wasiman, 2018), the dimensions and indicators of leadership style include:

1. Capacity for making decisions
2. Ability to inspire and motivate
3. Proficiency in communication
4. Competence in self-regulation

- ***Organizational Culture***

- A. *Definition of Organizational Culture*

Organizational culture influences performance by enhancing employee involvement, collaboration, and proactive behavior, all of which contribute to reinforcing positive organizational values. As stated by Kristiawan (2020), organizational culture encompasses the shared ways of thinking, feeling, and responding that are shaped by specific patterns within an organization or its subdivisions. These established patterns create behavioral norms that guide members' actions, fostering a culture that supports productivity.

- B. *Functions of Organizational Culture*

According to (Mahmuda, 2020), the five key functions of organizational culture are:

1. Defining behavioral boundaries
2. Reinforcing identity as an organizational member
3. Fostering commitment
4. Maintaining organizational stability

- C. *Characteristics of Organizational Culture*

Robbins et al. (2021) identify seven key attributes that differentiate one organizational culture from another:

1. Willingness to innovate and take risks
2. Emphasis on precision and accuracy
3. Focus on achieving results
4. Consideration for individuals within the organization
5. Emphasis on teamwork and collaboration
6. Competitive and assertive nature

- D. *Elements that Shape Organizational Culture*

According to (Ikhsan, 2016), organizational culture is formed by interacting elements, including:

1. Business environment
2. Core values
3. Role models and their influence on employees
4. Organizational procedures

- E. *Dimensions and Indicators of Organizational Culture*

According to (Kristiawan, 2020), organizational culture can either enhance or hinder effectiveness depending on its values, beliefs, and norms. Key indicators include:

1. Responsiveness
2. Encouragement
3. Leadership
4. Friendliness
5. Competency

- **Organizational Citizenship Behavior (OCB)**

- A. *Definition of Organizational Citizenship Behavior*

OCB reflects how much effort employees put in to work demands and get rewards for their performance the extent to which employees voluntarily contribute beyond their formal job requirements. Employees who exhibit OCB tend to display positive behaviors and exceed organizational expectations (Sylvia Saragi Sitio, 2021).

OCB characteristics include:

1. Voluntary behavior beyond formal job descriptions (extra-role behavior)
2. Spontaneous actions not driven by direct orders
3. Supportive and helpful behavior
4. Acts that are difficult to observe and not directly evaluated (Johns in Budihardjo, 2014, as cited in Satria Wahyu & Mujanah, 2018)

- B. *Benefits of Organizational Citizenship Behavior*

According to (Gunawan, 2011, as cited in Pranata, 2022), the benefits of OCB include:

1. Increased co-worker productivity
2. Faster task completion, leading to higher productivity
3. Positive influence across all organizational work units

- C. *Factors Influencing Organizational Citizenship Behavior*

According to (Syahrul Nur Rizky & Hadi Sunaryo, 2019), OCB is influenced by:

1. Internal factors: Personality, employee morale, motivation, job satisfaction, etc.
2. External factors: Trust, organizational culture, etc.

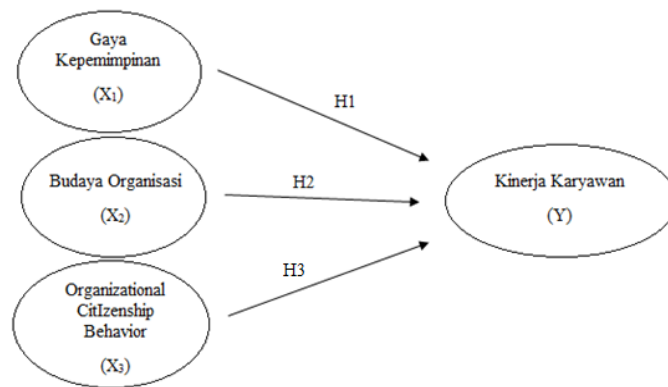
- D. *Impact of Organizational Citizenship Behavior*

According to (Hikmah et al., 2021), OCB helps mitigate workplace stress, fosters positive employee relationships, and enhances overall company effectiveness and productivity. It also contributes to a conducive work climate, enhances adaptability to work pressure, and promotes a harmonious workplace culture.

- E. *Dimensions and Indicators of Organizational Citizenship Behavior*

According to (Sylvia Saragi Sitio, 2021), OCB dimensions and indicators include:

1. Altruism: Helping behavior
2. Conscientiousness: Responsible and disciplined actions
3. Sportsmanship: Tolerance and positive attitude
4. Courtesy: Respectful and considerate behavior
5. Civic Virtue: Active participation in organizational matters



Picture 1. Thinking Framework

• Hypothesis

The hypotheses of this study are as follows:

- H1: Leadership style influences affects employee performance at PT Tunas Digital Indonesia.
- H2: Organizational culture influences affects employee performance at PT Tunas Digital Indonesia.
- H3: Organizational citizenship behavior influences affects employee performance at PT Tunas Digital Indonesia.

METHODOLOGY

1. Research Design

This research employed a quantitative approach with an associative descriptive method, utilizing a survey strategy that involved sampling from the population and using a questionnaire as the primary data collection tool.

According to Sugiyono (2017, p. 35, as cited in Onainor, 2019), the descriptive research method is designed to examine the existence of independent variables, whether as a single variable or multiple standalone variables, without making comparisons or analyzing their interrelationships. This method aims to explore variables independently without assessing their connections to other factors.

Moreover, Sugiyono (2017, p. 37) defines the associative method as a research approach that investigates the relationships between two or more variables. Additionally, Sugiyono (2017, p. 12) explains that the survey method is employed to gather data from natural settings rather than artificial environments. In this approach, researchers collect information through various techniques, including questionnaires, tests, and structured interviews.

2. Data Sources, Research Location, and Period

The methods employed for data collection are crucial in research, as they greatly impact the study's overall success. This study incorporated both primary and secondary data sources.

Primary data was obtained by distributing questionnaires via Google Forms. Meanwhile, secondary data refers to information acquired indirectly from external sources, such as literature, academic papers, or books. In this study, a

literature review was conducted to compile relevant theoretical foundations by analyzing scientific works and published materials.

This study was conducted at PT Tunas Digital Indonesia, located in Icon Business Park, Ruko The Icon BSD, Jl. Raya Cisauk Lapan, Sampora, Tangerang Regency. The research took place over approximately three months, spanning from November 2024 to January 2025.

3. Population and Sample

According to (Juliandi, Irfan, & Manurung, 2014, as cited in Rosalinda, 2022), "Population is the totality of an element in a research area." the population refers to the total number of elements within a research area. In this study, the population consisted of 129 permanent employees at PT Tunas Digital Indonesia.

The sampling process was conducted using incidental sampling techniques. According to Sugiyono, incidental sampling involves selecting samples based on random encounters, where anyone who happens to meet the researcher can be chosen as a respondent if they are considered a suitable data source.

As for determining the sample size used according to Slovin's provisions with the formula: The sample size was determined using Slovin's formula, as follows:

$$n = \frac{N}{1 + N\alpha^2}$$

Description:

n = Sample Size

N = Population Size

α = Inaccuracy Tolerance (in percent)

Based on the formula above, the sample size that must be taken is:

$$\begin{aligned} n &= \frac{N}{1 + N\alpha^2} \\ &= \frac{129}{1 + 129(0.1)^2} \\ &= \frac{129}{1 + 1,29} \\ &= 56,33 \end{aligned}$$

Based on the calculation description above, calculations described above, the sample that became respondents in this study was for this study consisted of 56 people from all total employees of employees out of the total workforce at PT. Tunas Digital Indonesia. this was done to facilitate data management and for better results. This approach was taken to streamline data management and improve result accuracy.

The sampling process in this study employed a probability sampling technique, namely simple random sampling. This approach ensured that every employee had an equal opportunity to be chosen as a sample, with the selection conducted randomly without taking hierarchical levels within the population into account.

3. Data Collection Method

Data collection techniques represent a fundamental aspect of research, as the primary objective is to obtain accurate and reliable data. Without a proper understanding of these techniques, researchers may struggle to collect data that meets established standards.

According to Anwar Sanusi (2011, p. 111, as cited in Andika, 2019), observation is a data collection method that involves systematically recording the behavior of individuals, objects, or interactions with study participants. In this study, data collection through observation was conducted at PT Tunas Digital Indonesia.

Furthermore, Anwar Sanusi (2011, p. 105, as cited in Andika, 2019) describes interviews as a data collection technique in which verbal questions are directed at research participants. In this study, interviews were conducted with employees of PT Tunas Digital Indonesia.

Additionally, Anwar Sanusi (2011, p. 109, as cited in Andika, 2019) explains that questionnaires serve as a data collection tool that often does not require the direct presence of researchers. Instead, they consist of a structured list of pre-formulated questions. In this study, the respondents were employees of PT Tunas Digital Indonesia.

This research employed the Likert scale as a measurement technique. According to Sugiyono, the Likert scale is utilized to assess attitudes, opinions, and perceptions of individuals or groups regarding social phenomena. Each item in the questionnaire followed a Likert scale format, with response options ranging from highly positive to highly negative, measured on a scale from 1 to 5, as outlined below:

Table 3. Questionnaire Answer Choice Score

Answer Options	Score
Completely Agree	5
Somewhat Agree	4
Somewhat Disagree	3
Do Not Agree	2
Completely Disagree	1

Source: Likert Measurement Scale

RESULTS

1. Validity Test

A model is considered valid if the significance value is less than 0.05. The testing criteria state that if r_{count} exceeds r_{table} , the questionnaire item has a significant correlation with the total score and is thus deemed valid.

With a total sample size of $n = 56$, the degrees of freedom (df) is calculated as $df = 56 - 2 = 54$. Based on this, the r -table value is determined to be 0.2632. The results of the validity test are presented in the table below.

Table 4. Employee Performance Validity Test (Y)

Instrument	Rcount	Rtable	Description
P1	0,703	0,2632	Valid
P2	0,592	0,2632	Valid
P3	0,541	0,2632	Valid
P4	0,446	0,2632	Valid
P5	0,727	0,2632	Valid
P6	0,713	0,2632	Valid
P7	0,635	0,2632	Valid
P8	0,614	0,2632	Valid
P9	0,577	0,2632	Valid

Source: SPSS V20 Data Processing Results

Table 4, above shows that all questions related to the dependent variable, namely employee performance, are valid because all questions have r count > r table of 0.2632.

Table 5. Leadership Style Validity Test (X1)

Instrument	RCount	Rtable	Description
P1	0,612	0,2632	Valid
P2	0,688	0,2632	Valid
P3	0,566	0,2632	Valid
P4	0,607	0,2632	Valid
P5	0,525	0,2632	Valid
P6	0,570	0,2632	Valid
P7	0,568	0,2632	Valid
P8	0,786	0,2632	Valid
P9	0,706	0,2632	Valid
P10	0,722	0,2632	Valid
P11	0,587	0,2632	Valid
P12	0,733	0,2632	Valid

Source: SPSS V20 Data Processing Results

Table 5, above shows that all questions related to the independent variable, namely leadership style, are valid because all questions have r count > r table of 0.2632

Table 6. Organizational Culture Validity Test (X2)

Instrument	Rcount	Rtable	Description
P1	0,524	0,2632	Valid
P2	0,495	0,2632	Valid
P3	0,544	0,2632	Valid
P4	0,689	0,2632	Valid
P5	0,557	0,2632	Valid
P6	0,617	0,2632	Valid
P7	0,731	0,2632	Valid
P8	0,673	0,2632	Valid
P9	0,629	0,2632	Valid
P10	0,727	0,2632	Valid
P11	0,741	0,2632	Valid
P12	0,453	0,2632	Valid

Source: SPSS V20 Data Processing Results

Table 6, above shows that all questions related to the independent variable, namely organizational culture, are valid because all questions have r count > r table of 0.2632

Table 7. Organizational Citizenship Behavior Validity Test (X3)

Instrument	Rcount	Rtable	Description
P1	0,610	0,2632	Valid
P2	0,522	0,2632	Valid
P3	0,601	0,2632	Valid
P4	0,529	0,2632	Valid
P5	0,546	0,2632	Valid
P6	0,733	0,2632	Valid
P7	0,598	0,2632	Valid
P8	0,341	0,2632	Valid
P9	0,481	0,2632	Valid
P10	0,701	0,2632	Valid
P11	0,419	0,2632	Valid
P12	0,565	0,2632	Valid
P13	0,621	0,2632	Valid
P14	0,672	0,2632	Valid
P15	0,595	0,2632	Valid

Source: SPSS V20 Data Processing Results

Table 7, above shows that all questions related to the independent variable, namely organizational citizenship behavior, are valid because all questions have r count > r table of 0.2632

2. Reliability Test

The reliability test was conducted to determine the consistency and dependability of the measurement. This test aims to assess how stable and trustworthy the measurement results are over time.

If the reliability coefficient, specifically Cronbach's alpha, is greater than 0.600, the measurement is considered reliable. Conversely, if Cronbach's alpha is less than 0.600, the measurement is deemed unreliable.

The reliability test results for each variable indicator are displayed in the following table.

Table 8. Reliability Test

Variable	Cronbach Alpha	Description
Employee Performance (Y)	0,786	Reliabel
Leadership Style (X1)	0,867	Reliabel
Organizational Culture (X2)	0,852	Reliabel
Organizational Citizenship Behavior (X3)	0,853	Reliabel

Source: SPSS V20 Data Processing Results

Table 8, above shows that each dependent and independent variable is declared reliable or has met the reliable test conditions because it has a cronbach alpha value of more than 0.600. employee performance variable of 0.786, leadership style of 0.867, organizational culture of 0.852, and the last organizational citizenship behavior of 0.853.

3. Normality Test

A good regression model is one that has a normal or abnormal data distribution, so that statistical testing can be carried out. The testing technique used in this study is the One Sample Kolmogorov Sminorv Test.

Table 9. Kolmogorov-Smirnov Normality Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		56
Normal Parameters ^{a,b}	Mean	0E-7
	Std. Deviation	1.83931053
	Absolute	.099
Most Extreme Differences	Positive	.077
	Negative	-.099
Kolmogorov-Smirnov Z		.738
Asymp. Sig. (2-tailed)		.647

a. Test distribution is Normal.

b. Calculated from data.

Referring to Table 9 above, the normality test results show a Kolmogorov-Smirnov value of 0.738 with an Asymp. Sig value of 0.647, which is greater than 0.05. This indicates that the regression model follows a normal distribution.

4. Multicollinearity Test

Multicollinearity is assessed using the VIF and tolerance values. The standard cutoff values commonly used to determine the presence of multicollinearity are a tolerance value of ≥ 0.010 or a VIF value of ≤ 10 .

Table 10. Multicollinearity Test
Coefficients^a

Model	Collinearity Statistics	
	Tolerance	VIF
Gaya kepemimpinan	.243	4.111
1 Budaya organisasi	.365	2.742
Organizational citizenship behavior	.263	3.796

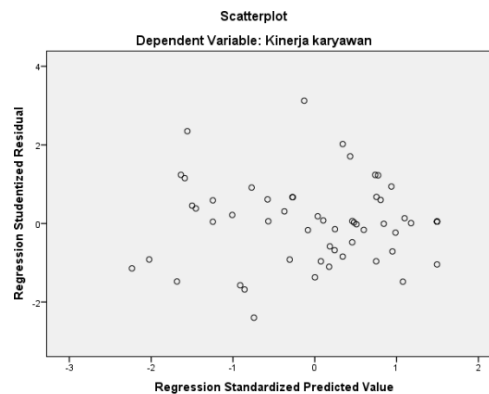
a. Dependent Variable: Kinerja karyawan Y

Sumber: Hasil Olah Data SPSS V20

Referring to Table 10 above, it can be observed that leadership style has a VIF value of 4.111 (<10) and a tolerance value of 0.243 (>0.010), organizational culture has a VIF value of 2.742 (<10) and a tolerance value of 0.365 (>0.010), and organizational citizenship behavior has a VIF value of 3.796 (<10) with a tolerance value of 0.263 (>0.010) in this study. These results indicate that the regression model used in this research does not experience multicollinearity issues and meets the necessary regression model assumptions.

5. Heteroscedasticity Test

This method for detecting the presence or absence of heteroscedasticity can be conducted by plotting the predicted values of the dependent variable (ZPRED) against their residuals (SRESID). In this plot, the Y-axis represents the predicted Y values, while the X-axis represents the standardized residuals, calculated as the difference between the predicted and actual Y values.



Picture 2. Heteroscedasticity Test

Source: SPSS V20 Data Processing Results

Referring to Figure 1.2, the results of the heteroscedasticity test using a scatterplot indicate that the points are randomly distributed and scattered both above and below the zero mark on the Y-axis. This suggests that heteroscedasticity is not present in the regression model, confirming that the model is appropriate for use in this analysis.

6. Multiple Linear Regression Analysis

Table 11. Multiple Linear Regression Analysis
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.958	3.438		1.442	.155
Gaya Kepemimpinan	.209	.105	.298	1.985	.052
1 Budaya Organisasi	.334	.088	.464	3.790	.000
Organizational Citizenship Behavior	.099	.097	.146	1.014	.315

a. Dependent Variable: Employee performance

Source: SPSS V20 Data Processing Results

Based on table 11, above, namely according to the SPSS data processing calculation, Table 11 above, which presents the SPSS data processing results, the Multiple Linear Regression Equation can be arranged is formulated as follows:

$$Y = 4.958 + 0.209 X_1 + 0.334 X_2 + 0.099 X_3 + e$$

The regression equation can be interpreted as follows:

- If the constant value (a) is 4.958, it signifies that when the leadership style (X_1), organizational culture (X_2), and organizational citizenship behavior (X_3) variables are all at 0 (zero), the performance variable remains unchanged at 4.958.
- The regression coefficient for leadership style (X_1) is 0.209, indicating a positive relationship with employee performance. This suggests that a 1-point increase in the leadership style variable leads to a 0.209 increase in employee performance, assuming other variables remain unchanged.
- The regression coefficient for organizational culture (X_2) is 0.334, indicating a positive influence on employee performance. This means that for every 1-point increase in the organizational culture variable, employee performance improves by 0.334, assuming all other variables remain unchanged. The regression coefficient for organizational citizenship behavior (X_3) is 0.099, demonstrating a positive impact on employee performance. This means that a 1-point rise in the organizational citizenship behavior variable results in a

0.099 increase in employee performance, assuming other variables remain unchanged.

7. Coefficient of Determination

The coefficient of determination is utilized to assess the precision and suitability of the regression model by comparing the predicted values with the actual sample data. It quantifies the proportion of variance in the dependent variable that is accounted for by the independent variables, thereby evaluating the overall explanatory capability of the model.

Table 12. Determination Coefficient
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.846 ^a	.715	.699	1.89162

a. Predictors: (Constant), Organizational citizenship behavior, Organizational culture, Leadership style

Source: SPSS V20 Data Processing Results

Based on Table 12, the Adjusted R Square value is 0.699, meaning that 69.9% of the variations in employee performance are explained by leadership style, organizational culture, and organizational citizenship behavior (OCB). The remaining 30.1% is influenced by other factors not included in this study.

8. Partial Test (t-Test)

The t-test is used to evaluate whether an independent variable significantly influences the dependent variable when examined separately. This test analyzes the partial regression coefficient of each independent variable to determine its distinct effect on the dependent variable.

Table 13. t-Test
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	4.958	3.438		1.442	.155
1 Gaya kepemimpinan	.209	.105	.298	1.985	.052
Budaya organisasi	.334	.088	.464	3.790	.000
Organizational citizenship behavior	.099	.097	.146	1.014	.315

a. Dependent Variable: Employee performance

Source: SPSS V20 Data Processing Results

Findings Based on Table 13 :

- a. Influence of Leadership Style (X_1) on Employee Performance (Y)
The t-test results show that the t-value (1.985) is greater than the t-table value (1.674), with a significance level of 0.052, which exceeds 0.05. This indicates that H_0 is accepted, and H_a is rejected, suggesting that leadership style does not have a significant effect on employee performance.
- b. Influence of Organizational Culture (X_2) on Employee Performance (Y)
The t-test results reveal that the t-value (3.790) surpasses the t-table value (1.674), with a significance level of 0.000, which is below 0.05. This leads to the rejection of H_0 and acceptance of H_a , confirming that organizational culture has a significant impact on employee performance.
- c. Influence of Organizational Citizenship Behavior (X_3) on Employee Performance (Y)
The t-test results indicate that the t-value (1.014) is lower than the t-table value (1.674), with a significance level of 0.315, which is greater than 0.05. As a result, H_0 is accepted, and H_a is rejected, signifying that organizational citizenship behavior does not have a significant influence on employee performance.

DISCUSSION

- ***Influence of Leadership Style (X_1) on Employee Performance (Y)***

The t-test results indicate that the t-count value (1.985) is greater than the t-table value (1.674), with a significance level of 0.052, which exceeds 0.05. This confirms that leadership style does not significantly impact employee performance. This finding is consistent with previous studies by Imam Baihaqi and Saifudin (2021) as well as Azel Naufal and Siti Mujanah, both of which concluded that leadership style does not have a notable effect on employee performance.

- ***Influence of Organizational Culture (X_2) on Employee Performance (Y)***

A well-established and positive organizational culture plays a crucial role in shaping employee behavior and enhancing performance, ultimately contributing to the achievement of organizational objectives. This result aligns with the study conducted by Kreatifanti Nadia (2018), which also found a significant correlation between organizational culture and employee performance.

- ***Influence of Organizational Citizenship Behavior (X_3) on Employee Performance (Y)***

Organizational Citizenship Behavior (OCB) represents employees' social roles within the workplace. To maximize performance, OCB should be reinforced through a deeper understanding of company policies and procedures. Aligning employee behavior with organizational guidelines can contribute to overall performance improvement. This conclusion is in line with the research by Vera Sylvia Saragi (2021), which determined that OCB does not have a significant impact on employee performance.

CONCLUSION AND RECOMMENDATIONS

Based on the results of the study and data analysis, several conclusions can be drawn regarding the factors influencing employee performance at PT Tunas Digital Indonesia. First, leadership style exhibits a positive relationship with employee performance; however, its impact is not statistically significant. This suggests that while leadership style may contribute to performance, it is not a dominant factor in determining employee outcomes. Second, organizational culture plays a crucial role in shaping employee performance, demonstrating a positive and significant influence. This indicates that a strong and supportive organizational culture enhances employee productivity and effectiveness. Lastly, organizational citizenship behavior (OCB) shows a negative yet insignificant effect on employee performance, implying that OCB alone does not significantly contribute to performance improvement and may even have a slight adverse impact under certain conditions. These findings highlight the importance of fostering a strong organizational culture while recognizing that leadership style and OCB may require further optimization to enhance employee performance effectively.

RECOMMENDATIONS FOR FUTURE STUDIES

1. Recommendations for PT Tunas Digital Indonesia:

- a. Conduct continuous leadership training to strengthen managerial skills and cultivate a positive workplace culture.
- b. Given that leadership style has a positive but insignificant effect, organizational culture has a significant impact, and OCB has a negative and insignificant effect, the company should focus on improving leadership approaches and OCB while maintaining a strong organizational culture to enhance employee performance.
- c. Strengthen communication between management and employees to improve discipline and reduce obstacles in task completion.

2. Recommendations for Future Researchers:

Future research should consider expanding the study to different industries to assess the consistency of these findings. Additionally, alternative research methodologies with a longer study duration could yield more precise insights.

Moreover, incorporating additional variables, such as work environment conditions, compensation systems, or technological advancements, may provide a more comprehensive analysis of the factors influencing employee performance

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