



THE INFLUENCE OF LEADERSHIP STYLE, WORK MOTIVATION, AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE AT RSU PKU MUHAMMADIYAH PURBALINGGA

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This study examined the effect of leadership style, work motivation, and organizational culture on employee performance through work discipline as an intervening variable at RSU PKU Muhammadiyah Purbalingga. The research design was quantitative research, and the data collection method used was a questionnaire. The research population was 223 RSU PKU Muhammadiyah Purbalingga employees, and the sample used was 100 respondents. Sampling uses a sampling technique with the purposive sampling method. The data analysis method used the PLS (Partial least square) with a structural equation model (SEM) path analysis approach using the Smart PLS application program. The results of this study indicated that Leadership style and organizational culture influence the performance of RSU PKU Muhammadiyah Purbalingga employees. Work motivation and work discipline do not affect the performance of RSU PKU Muhammadiyah Purbalingga employees. Leadership style and work motivation also influence work discipline, while organizational culture does not influence the work discipline of employees at RSU PKU Muhammadiyah Purbalingga. Leadership style, work motivation and work discipline do not influence the performance of RSU PKU Muhammadiyah Purbalingga employees through work discipline.

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INTRODUCTION

Improving performance in a company is an important part of continuing to do so, such as increasing employee work discipline. Work discipline is believed to be the foundation of employees' work. This form of discipline can be employee awareness to comply with the regulations that the company has implemented (Nugroho, 2020).

The results of a preliminary survey conducted by researchers show that the performance of employees at RSU PKU Muhammadiyah Purbalingga could be more optimal. This is evidenced by the low level of

employee discipline, such as not wanting to take attendance with a finger, often being late when changing shifts, and being absent for no reason. However, good performance can improve employee work discipline. The results of observations by researchers with Ara, who is part of the Research and Training Unit of RSU PKU Muhammadiyah Purbalingga, stated that the performance of employees is still in the excellent category, even though, according to Ferawati (2017), work discipline is the essential part of the company for developing human resources, where poor work discipline will cause employee performance continues to decline.

The importance of work discipline in improving employee performance is also proven by research results from Hidayat (2024) and Nurhalizah & Oktiani (2024), which state that work discipline positively affects employee performance. However, in another study from Simanjutak et. al., (2023) and Muna (2022) stated that work discipline has no effect on employee performance.

PKU Muhammadiyah Purbalingga General Hospital (RSU) is one of the charities of the Muhammadiyah Regional Leadership of Muhammadiyah Purbalingga Regency. RSU PKU Muhammadiyah Purbalingga was established on 8 October 1997, and is a type D hospital. The establishment of this hospital is intended to improve health services for the people of Purbalingga, especially those who live in several sub-districts such as Karangjambu, Karangreja, Bobotsari, Karangmoncol, Kertanegara, Karanganyar, Kutasari, Rembang, Mrebet, and Bojongsari (RSU PKU Muhammadiyah Purbalingga, 2023).

Good employee performance can be achieved if every part of the company is well connected and can carry out its role as best as possible. According to Hidayah (2024), performance is the result of work that is measured based on a person's quality or quantity achievement while carrying out their duties, as per the responsibilities assigned by the company. Meanwhile, Carissa (2021) explains that performance is a function of employees' abilities and motivation in carrying out work according to their abilities.

According to Qomariyah (2022), employee performance can be influenced by the leadership style that the company implements. However, this differs from Jaafar (2022), who believes leadership style cannot influence employee performance. As for the preliminary survey that the researchers conducted, it was discovered that there were problems implementing the leadership style at RSU PKU Muhammadiyah Purbalingga, namely, communication between employees was not going well, even though the company management had implemented a democratic leadership style, communication between employees was not optimal. This is proven by the level of cohesion between units that are not yet running; some employees only focus on their work.

These observations differ from the results of research from Panggau and Sundari (2024), which state that democratic leadership style influences employee performance. The same is also stated in the results of research from Habsi et al. (2024), where the democratic leadership style influences employee performance either directly or indirectly.

Apart from leadership style, work motivation can also influence employee performance. Su'adah's research results (2022) suggest that work motivation can influence employee performance. However, this differs from Karlina (2022), who proves that work motivation does not affect employee performance. Based on the preliminary survey results, there are problems faced regarding work motivation, namely the lack of employee motivation or enthusiasm for work, causing employees to feel lazy at work. In fact, according to Ara, one of the Education and Training units at RSU PKU Muhammadiyah Purbalingga, every month, the hospital management rewards employees who work most diligently, are never late, and achieve maximum performance. However, these rewards have not motivated employees to work optimally, as attendance and discipline levels are still low. Apart from employees, hospital management also prepares rewards for the most united and enthusiastic units, make reports on time and collect reports the fastest. The reward given to both employees and units is coaching money and MiniGold.

Organizational culture can influence performance in various studies. As per research by Haryadi et al. (2022), organizational culture can influence performance. Meanwhile, in their research, Marlius and Sari (2023) explained that organizational culture does not affect performance. According to the preliminary survey, the organizational culture implemented by the company is good. However, implementation in the field is still not optimal, such as reciting the Koran before doing work, obligatory congregational prayers, mandatory participation in the Muhammadiyah autonomous organization, joining the Koran at Muhammadiyah, and the 3S culture (greeting, smiling, saying hello). This is proven by several employees who have yet to participate in orthotic, praying alone or not in the congregation, and the 3S culture is only implemented by a few employees.

This research is development research from Abimayu et al. (2023) entitled *The Influence of Leadership Style and Motivation on Employee Performance in Drinking Water Distributor Company*, by adding organizational culture variables as independent variables from research conducted by Elifneh and Embilo (2023) entitled *The effect of organizational culture on employees' performance in research institutes - evidence from the Ethiopian Institute of Agricultural Research*. Apart from that, this research also added work discipline variables as intervening variables in research conducted by Khair et al. (2022) entitled *The Effect of Training and Organizational Culture on Employee Performance Mediated by Work Discipline in the Electronic Facility & IT*

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This research aims to analyze and find empirical evidence regarding the influence of leadership style, work motivation and organizational culture on employee performance through work discipline as an intervening variable at RSU PKU Muhammadiyah Purbalingga.

METHOD

This type of research is quantitative, with a population of all RSU PKU Muhammadiyah Purbalingga totalling 223 employees. Meanwhile, the research sample comprised 188 employees using non-probability and purposive sampling methods. The criteria for determining the sample are employees who have worked for more than three years, not including leaders and doctors. Of the 188 questionnaires the researchers distributed, only 100 respondents filled out the questionnaire completely, so this research analysis was carried out with 100 respondents.

The data collection techniques are observation, literature study, questionnaires, and interviews. Meanwhile, the data analysis technique was carried out using the Partial Least Square (PLS) method and SmartPLS software.

Furthermore, the operational definition of research variables is explained in the following table:

Table 1. Operational Definition of Variables

Definition	Indicator
Performance is the amount of effort an individual spends on their work (S. Robbins, 2016, p. 190).	1. Quality, 2. Quantity, 3. Timeliness, 4. Effectiveness, 5. Responsibility.
Leadership style is providing constructive direction to subordinates to achieve company goals cooperatively.(Kartono, 2017, p. 170).	1. Ability to make decisions; 2. Ability to motivate; 3. Ability to establish communication; 4. Ability to control subordinates; 5. The ability to control his emotions.
Work motivation is the willingness to run a business and realize company goals based on the capabilities required	1. Form physiological needs;

Definition	Indicator
by the company (S. Robbins, 2016, p. 201).	2. The need for a sense of security; 3. Needs related to good social relationships; 4. The need for recognition from the company; 5. The need for self-actualization.
Organizational culture is a system of shared meaning created by a company as a form of identity and habits to differentiate it from other companies (S. Robbins, 2016).	1. Innovative in calculating risk; 2. Pay attention to the problem in detail; 3. Focus on the results you want to achieve; 4. Focus on all employee interests; 5. Passion for work; 6. Maintain and improve work stability..
Work discipline is a set of tools that company leaders use to interact with subordinates. Its goal is to change employee habits and behaviour so that they are willing to obey all the rules that the company implements. (Sumadhinata, 2018).	1. Employee absenteeism; 2. Obey the rules; 3. Meet work standards; 4. Have vigilance; 5. Good work ethic.

RESULT AND DISCUSSION

Company Overview

RSU PKU Muhammadiyah Purbalingga is currently located in Kec. Bobotsari, precisely on Jl. Colonel Sugiri Gandasuli Village Kab. Purbalingga 53353. This hospital is in a strategic location, namely on the edge of the main Bobotsari—Purbalingga route, where it has easy access to public transportation, whether buses or other public transportation. Apart from that, this hospital is also far from other private or government-owned hospitals so that it can reach various areas around the hospital.

Respondent of Characteristics

The following are the characteristics of the respondents in this study:

Table 2. Characteristics of Respondents

Characteristics of Respondents	Amount	%
Gender		
Male	27	27%
Female	73	73%
Educational Background		
Senior High School	9	9%
Diploma 3/Diploma 4	48	48%
Bachelor Degree	41	41%
Postgraduate	2	2%
Age		
20 – 25	47	47%
26 – 30	35	35%
31 – 35	11	11%
36 – 40	3	3%
> 40	4	4%
Length of work		
3 Years	46	46%
4 Years	24	24%
> 4 Years	30	30%

Source: Data processed in 2024

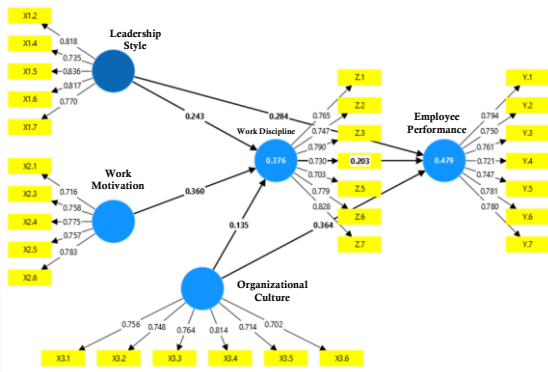
The results in Table 2 show that the research respondents were dominated by women, namely 73%, where almost most respondents were nurses and only 27% were male respondents. Meanwhile, the highest average level of education among respondents was D III / D IV, 48%; this aligns with the fact that most nurses still have D III or D IV education. The most significant number of respondents aged 20 - 25 years is known, namely up to 47%. Furthermore, 46% of research respondents had just worked at RSU PKU Muhammadiyah Purbalingga. The rest have worked for more than four years.

Outer Model Testing

a. Convergent Validity Test

Convergent validity testing is calculated based on the analysis results by looking at the loading factor values produced on the latent variables based on the indicators. The results are

declared valid if the number is > 0.7, and the following are the test results:



Source: Data processed via SmartPLS 2024

Figure 1. First Factor Loading

Based on the results of data processing that has been carried out, it is known that the total factor loading values are > 0.7. All the indicators above can be used as research data because they are valid.

b. Average Variance Extracted Test

This test was carried out to evaluate the known validity based on the AVE value for each construct. A good model is formed if all the resulting AVE values are > 0.5. The results of the analysis are explained below:

Table 3. Average Variance Extracted Test Results

Variable	AVE
Leadership Style	0.634
Work Motivation	0.575
Organizational Culture	0.563
Work Discipline	0.585
Employee Performance	0.582

Source: Data processed in 2024

From the table shown above, it is known that all construct AVE values are > 0.5. Thus, testing has no convergent validity problems, and the model is declared to have good validity values.

c. Discriminant Validity Test

This objective aims to test the differences between this research construct and other research forms or constructs. The HTMT (heretroit monotrait ratio) value measures the measurement criteria. The discriminant validity value is good if the HTMT value is <0.9. Following are the test results:

Table 4. Heretroit-Monotoroit Ratio (HTMT)

	Leadership Style	Work Motivation	Organizational Culture	Employee Performance	Work Discipline
Leadership Style					
Work Motivation	0.515				
Organizational Culture	0.569	0.736			
Employee Performance	0.616	0.456	0.674		
Work Discipline	0.515	0.636	0.536	0.541	

Source: Data processed in 2024

Table 5. Fornell-Larcker Criterion

	Organizational Culture	Work Discipline	Leadership Style	Employee Performance	Work Motivation
Organizational Culture	0.750				
Work Discipline	0.478	0.764			
Leadership Style	0.484	0.466	0.796		
Employee Performance	0.599	0.510	0.555	0.762	
Work Motivation	0.628	0.551	0.440	0.398	0.758

Source: Data processed in 2024

Based on Table 4, the Heteroite-Monotoroit Ratio (HTMT) value shows that the HTMT value for each construct is <0.9. This means that the form of discriminant validity differs from other or sound categories.

Table 5 shows the Fornell-Lacker value. Each Fornell-Lacker value is greater than the

correlation between exogenous and endogenous variables, so the research instrument is valid.

d. Reliability Test

Apart from measuring validity, the outer model also measures reliability by looking at the magnitude of the composite reliability and Cronbach's alpha values. Following are the test results:

Table 6. Reliability Test

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
Leadership Style	0.856	0.865	0.896
Work Motivation	0.816	0.821	0.871
Organizational Culture	0.845	0.853	0.885
Employee Performance	0.880	0.882	0.907
Work Discipline	0.882	0.895	0.907

Source: Data processed in 2024

Based on the calculation results, it is known that the composite reliability and Cronbach's alpha values for all constructs are > 0.7. All constructs are reliable because they meet the specified minimum value limit.

Inner Model Testing

The inner model test is known based on the r square results and the mediation effect according to the significance value results, which can be seen in the bootstrapping results.

a. R-Square Analysis

R-Square is the variation value of variable x that influences variable y so that it can be seen whether a model is good or bad.

Table 7 R-Square Test Results

Variable	R_Square	Adjusted R square
Employee Performance	0.479	0.463
Work Discipline	0.376	0.357

Source: Data processed in 2024

Based on Table 7, the r_square value is between 0.376 and 0.479. Thus, leadership style, work motivation, and organizational culture explain employee performance by 47.9% and work discipline by 37.6%. Therefore, 52.1% of

independent variables still influence performance, and 42.4% explain work discipline variables.

b. Direct Effect Hypothesis Testing

The following are the results of this research's direct hypothesis testing:

Table 8. Results of Direct Effects

	Original Sample	Sample Mean	T- Statistic	P_Values
Leadership Style → Employee Performance	0.333	0.335	3.891	0.000
Leadership Style → Work Discipline	0.243	0.230	2.027	0.043
Work Motivation → Employee Performance	0.073	0.073	1.379	0.168
Work Motivation → Work Discipline	0.360	0.375	3.086	0.002
Organizational Culture → Employee Performance	0.392	0.399	3.654	0.000
Organizational Culture → Work Discipline	0.135	0.147	1.384	0.166
Work Discipline → Employee Performance	0.203	0.206	1.512	0.131

Source: Data processed in 2024

Based on the direct influence test in Table 8, it is known that leadership style influences employee performance, as shown by $t_statistics$ of $3.891 > 1.96$ (t_table) and p_value of $0.000 < 0.05$. So, the hypothesis that leadership style influences employee performance is accepted.

Based on the direct influence test in Table 8, it is known that leadership style influences work discipline as shown by $t_statistics$ $2.027 > 1.96$ (t_table) and p_value of $0.043 < 0.05$. So, the hypothesis that leadership style influences work discipline is accepted.

Based on the direct influence test in Table 8, it is known that work motivation does not affect employee performance Y as indicated by $t_statistics$ of $1.379 < 1.96$ (t_table) and p_value of $0.168 > 0.05$. So, the hypothesis that work motivation affects employee performance is rejected.

Based on the direct influence test in Table 8, it is known that work motivation influences work discipline as shown by $t_statistics$ $3.086 > 1.96$ (t_table) and p_value of $0.002 < 0.05$. So, the hypothesis, which states that work motivation influences work discipline, is accepted.

Based on the direct influence test in Table 8, it is known that organizational culture influences organizational performance, as shown by $t_statistics$ of $3.654 > 1.96$ (t_table) and p_value of $0.000 < 0.05$. So, the hypothesis that organizational culture influences employee performance is accepted.

Based on the direct influence test in Table 8, it is known that organizational culture influences work discipline, as shown by $t_statistics$ of $1.384 < 1.96$ (t_table) and p_value of $0.166 > 0.05$. So, the hypothesis that organizational culture influences work discipline is rejected.

Based on the direct influence test in Table 8, it is known that work discipline does not affect employee performance, as shown by $t_statistics$ of $1.512 < 1.96$ (t_table) and p_value of $0.131 > 0.05$. So, the hypothesis that work discipline affects employee performance is rejected.

c. Indirect Effect Hypothesis Testing

The following are the results of this research's indirect hypothesis test:

Table 9. Result of Indirect Effects

	Original Sample	Sample Mean	T- Statistic	P_Values
Leadership Style → Work Discipline → Employee Performance	0.049	0.054	1.038	0.299
Work Motivation → Work Discipline → Employee Performance	0.073	0.073	1.379	0.168
Organizational Culture → Work Discipline → Employee Performance	0.027	0.030	0.883	0.378

Source: Data processed in 2024

Based on the indirect influence test in Table 9, it is known that leadership style does not affect employee performance through work discipline. This is shown by the results of $t_{\text{statistics}} 1.038 < 1.96 (t_{\text{table}})$ and $p\text{-value } 0.299 > 0.05$. So, the hypothesis that leadership style influences employee performance through work discipline is rejected.

Based on the indirect influence test in Table 9, it is known that work motivation does not affect employee performance through work discipline. This is shown by $t_{\text{statistics}} 1.379 < 1.96 (t_{\text{table}})$ and $p\text{-value } 0.168 > 0.05$. So, the hypothesis that work motivation influences employee performance through work discipline is rejected.

Based on the indirect influence test in Table 9, it is known that organizational culture does not affect employee performance through work discipline. This is shown by the results of $t_{\text{statistics}} 0.883 < 1.96 t_{\text{table}}$ and $p\text{ value } 0.378 > 0.05$. So, the hypothesis that organizational culture influences employee performance through work discipline is rejected.

DISCUSSION

Based on the research results in Table 8, it is known that leadership style influences the performance of RSU PKU Muhammadiyah Purbalingga employees. Thus, the leadership style can provide increased performance. A better leadership style at RSU PKU Muhammadiyah Purbalingga can improve employee performance. According to Nikmat (2022, p. 42), leadership style is the way a leader establishes relationships with subordinates through policies or behaviour to collaborate and be more productive. The patterns used by the leadership of RSU PKU Muhammadiyah Purbalingga can influence employees or subordinates so that the leadership model that has been implemented can improve employee performance.

Cardy in James and Nelson (2009: 195) explains that good management of a company can take the form of cooperation or collaboration and cooperation between the company, its employees and its leaders with the same understanding and goals. This is where leadership style plays a vital role in improving performance. As is the case, the democratic leadership style implemented by RSU PKU Muhammadiyah Purbalingga is appropriate and can improve employee performance.

From this understanding, managing performance should be carried out collaboratively and cooperatively between employees, leaders, and the organization by understanding and explaining performance within a framework of mutually agreed-upon planned goals, standards, and competencies. This is in line with the research results of Tolu et al. (2021) and Wokas et al.

(2022), who stated that leadership style influences performance.

Based on the research results in Table 8, work motivation has no effect on the performance of employees at RSU PKU Muhammadiyah Purbalingga. This means that the motivation received by employees of RSU PKU Muhammadiyah Purbalingga has no effect on the employee's performance. This indicates that the provision of rewards that had been expected to improve performance did not meet expectations.

According to Sunyoto (2020, p. 4), motivation is a condition that makes a person carry out activities to achieve a specific goal. Motivation is created because a specific goal is achieved or a working principle is firmly adhered to. Just as nurses have an oath or professional oath as a nurse to provide the best service to patients. Carrying out duties based on humanity does not differentiate between rank, descent, position, class, nation, and religion. Thus, giving rewards at RSU PKU Muhammadiyah Purbalingga does not affect performance because whether or not nurses give rewards at the hospital, they will work by their professional oath.

This research supports the results of previous research conducted by Putra (2021) and Changgriawan (2017), which revealed that motivation does not affect employee performance. However, it differs from Siregar's (2024) and Hidayat (2024) research, which found that work motivation influences employee performance.

Based on the research results in Table 8, it is known that the organizational culture at RSU PKU Muhammadiyah Purbalingga affects employee performance. In this way, improving hospital habits or culture can improve employee performance. This means that the form of culture or habits that RSU PKU Muhammadiyah Purbalingga implements can improve employee performance. Culture has no form; it is easy to understand, and it is ordinary and implicit, but all companies continue to develop positive cultures or habits to improve their performance. A company's culture is essential and significantly impacts employee performance (Dunggio, 2020).

Robbins & Judge (2013) stated that organizational culture is a system that refers to the shared meaning held by a person or company to differentiate that company from others. The form of culture implemented by RSU PKU Muhammadiyah Purbalingga is different from other hospitals, so it can improve employee performance, such as getting used to thorough work, hard work, sincere work, and conducting evaluations and evaluations of each unit's work. As a result, each employee knows what needs to be improved so that employee performance can increase with the implemented organizational culture. This aligns with research by Jatiningrum

et al. (2024) and Oktavia and Fernos (2023), which revealed that organizational culture influences employee performance.

Based on the research results in Table 8, leadership style influences the performance of RSU PKU Muhammadiyah Purbalingga employees. Thus, a good leadership style can increase employee discipline levels.

So far, RSU PKU Muhammadiyah Purbalingga has implemented a democratic leadership style. According to Rivai (2012), democratic leadership is understood by most people to be better because it prioritizes the participation of subordinates who can give rise to responsibility in implementing performance. Apart from that, it also opens up opportunities for other employees to develop. This responsibility can ultimately make employees work with discipline; as the results of this research show, leadership style can influence employee work discipline.

The leadership style implemented at RSU PKU Muhammadiyah Purbalingga has been proven to make employees more disciplined at work, so it needs to be maintained and applied consistently. This is in line with the research results of Hasyim (2024) and Akbar & Jaenab (2024), which stated that leadership style influences employee work discipline.

Based on the research results in Table 8, work motivation influences the work discipline of employees at RSU PKU Muhammadiyah Purbalingga. Thus, the better work motivation that employees receive, the more work discipline they can achieve.

According to Sunyoto (2020), motivation contains ways to increase work enthusiasm to work optimally according to your skills and abilities. Employees at RSU PKU Muhammadiyah Purbalingga have high work motivation, such as nurses who have adhered to the nurse's promise to carry out their duties well; this is a form of work motivation possessed by employees. Most respondents are nurses, so the level of discipline has also increased because employee work motivation continues to increase. Other forms of work motivation that can be applied at RSU PKU Muhammadiyah Purbalingga include promotions or wage increases. This aligns with research by Asriani et al. (2024) and Lumintang et al. (2024), who revealed that work motivation influences discipline.

Based on the research results in Table 8, organizational culture has no effect on employee performance. Thus, a better organizational culture of RSU PKU Muhammadiyah Purbalingga can decrease employee work discipline.

According to Torang (2014, p. 106), organizational culture is a habit carried out

repeatedly and becomes a value or lifestyle attached to the company and ultimately followed by other people. So far, The organizational culture has not been implemented well by all employees, so there is still a low level of employee work discipline, even though it impacts performance. This requires direct monitoring by leadership to ensure that employees who still need to be disciplined follow the company's rules or positive habits. The results of this research align with the research of Sofyandi (2024) and Safitri et al. (2024), who revealed that organizational culture does not affect work discipline. However, it differs from the research of Lumintang et al. (2024) and Dwiyantri et al. (2024), who stated that organizational culture influences employee work discipline.

Based on the research results in Table 8, work discipline does not affect the performance of RSU PKU Muhammadiyah Purbalingga employees. This means that employee work discipline, such as not wanting to make attendance with a finger, often being late when changing shifts, and being absent for no reason, cannot affect employee performance. Thus, RSU PKU Muhammadiyah Purbalingga employees can maintain their performance even though they lack discipline.

Hasibuan (2020) explains that work discipline is a form of a person's will and conscience to carry out all company rules and applicable social norms. *Work discipline* is a method that company leaders use to communicate with subordinates so that subordinate behaviour can change according to expectations and increase compliance with company rules. Work discipline of employees at RSU PKU Muhammadiyah Purbalingga. This aligns with research by Simanjutak et al. (2023) and Muna (2022), who stated that work discipline does not affect employee performance. However, this differs from the research results of Nurhalizah and Oktaviani (2024) and Lestari and Febrian (2024), which state that work discipline affects employee performance.

According to the research analysis results, the leadership style that RSU PKU Muhammadiyah Purbalingga applies has no effect on performance through work discipline. These results are different from the direct influence of leadership style. Thus, employee work discipline still needs to be improved. The same results were obtained by Saputra and Wibowo (2017) and Nadeak et al. (2022), who stated that leadership style does not affect performance through work discipline.

According to the results of the research analysis, it is known that the motivation that RSU PKU Muhammadiyah Purbalingga applies does not affect performance through work discipline. These results are the same as the direct influence of work motivation. Thus, employee work

discipline still needs to be improved. The results of this research align with the research of Latief and Mariah (2024) and Awwali et al. (2024), who stated that motivation does not affect performance through work discipline.

According to the research analysis results, the organizational culture that RSU PKU Muhammadiyah Purbalingga implements has no effect on performance through work discipline. These results differ from organizational culture's direct influence, so employee work discipline still needs to be improved. Hidayah (2024) obtains the same result, stating that organizational culture does not influence performance through work discipline.

CONCLUSION AND RECOMMENDATION

According to the results of the analysis, leadership style and organizational culture directly influenced the performance of RSU PKU Muhammadiyah Purbalingga employees. At the same time, work motivation and work discipline had no effect. Furthermore, leadership style and work motivation influence the work discipline of RSU PKU Muhammadiyah Purbalingga employees, while organizational culture has no influence. Leadership style, work motivation and organizational culture do not affect the performance of RSU PKU Muhammadiyah Purbalingga employees through work discipline.

This research suggests that you can add or use other variables that influence performance, such as job satisfaction, compensation and work environment. This is because leadership style, work motivation and organizational culture only have a 47.9% influence on performance. Apart from that, the next researcher is expected to be able to take respondents from other similar hospitals, such as RSU PKU Muhammadiyah Wonosobo or RSU PKU Muhammadiyah Tegal.

The limitation of this research is the difficulty in obtaining respondent data. The research sample that meets the requirements is 188 people, but only 100 people want to complete the questionnaire, so the results are still less than optimal.

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