


The Role Of Leadership Style And Work Culture Through Motivation As An Intervening Variable On Employee Performance At PT. Antar Surya Media

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Article Info	ABSTRACT
Keywords: Leadership Style, Work Culture, Motivation, Performance, Employee	This study aims to analyze the influence of leadership style and work culture on employee performance, with motivation as a mediating variable at PT. Antar Surya Media. The research method used is Structural Equation Modeling (SEM) to test the relationships between these variables. Data were obtained from 65 employee respondents of PT. Antar Surya Media, and the analysis results show that leadership style and work culture have a significant impact on employee performance. The findings also reveal that leadership style and work culture can directly enhance employee performance without motivation as a mediating factor. Effective leadership and a positive work culture prove to be essential factors in driving optimal performance within the company. The implications of this study highlight the importance of developing supportive leadership and a conducive work culture to boost productivity. This research is expected to provide additional insights for better human resource management development within organizations.
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INTRODUCTION

Human Resource Management (HRM) is a discipline focused on managing the workforce within an organization. The primary goal of HRM is to optimize human resources' potential to maximize their contribution to achieving organizational objectives (Bariqi, 2020). In HRM, aspects such as recruitment, training, development, and employee performance evaluation are crucial components in creating a competent and productive workforce. Effective human resource management also includes providing appropriate motivation, applying suitable leadership styles, and fostering a supportive work culture (Yunita, 2021).

In the context of PT. Antar Surya Media Surabaya, effective HRM implementation is expected to enhance employee performance. Proper leadership styles and work culture can act as motivators for employees, which subsequently have a positive impact on their performance (Kuswandi, 2023a). HRM is a field of study focusing on managing the workforce in organizations to optimize human resource potential for achieving corporate targets effectively and efficiently. In HRM, companies not only concentrate on recruiting employees who meet organizational needs but also strive to develop their skills, competencies, and motivation to ensure maximum contribution (Kuswandi et al., 2018). By implementing sound

HRM strategies, companies can shape a workforce that possesses not only high competence but also loyalty, enthusiasm, and dedication to their work.

One critical aspect of HRM is leadership style. Leaders who can understand their team's needs and provide precise direction, inspiration, and guidance can create a conducive work culture, thereby boosting employee motivation and productivity (Kosasih, 2018). Leadership styles within an organization serve as the main drivers influencing employee behavior, satisfaction, and work enthusiasm. Previous research has shown that effective leadership styles contribute to increased employee motivation, ultimately leading to improved performance. In a competitive business environment like that of PT. Antar Surya Media Surabaya, leadership effectiveness becomes a key factor in building superior performance and ensuring business sustainability.

Besides leadership style, work culture also plays an important role in HRM. Work culture reflects the values, norms, and behaviors embraced by all members of an organization, serving as a guide for daily work activities. A strong work culture can foster a positive environment that supports growth, collaboration, and innovation among employees. Conversely, an underdeveloped work culture can lead to dissatisfaction and negatively impact individual and organizational performance. At PT. Antar Surya Media Surabaya, a robust work culture is expected to mediate the relationship between motivation and performance, where a supportive culture will encourage employees to consistently give their best for the company.

Work motivation, both intrinsic and extrinsic, is another key factor influencing employee performance. Intrinsic motivation involves internal drivers such as personal satisfaction, responsibility, and the desire for achievement (Pratiwi & Firgiyani, 2021). Meanwhile, extrinsic motivation is typically influenced by external factors like rewards, incentives, and recognition from the company. Motivated employees generally have high work enthusiasm, making them more willing to face challenges, achieve targets, and improve work quality. For PT. Antar Surya Media Surabaya, maintaining employee motivation through appropriate leadership strategies and work culture is an essential step in improving overall performance.

In addition to improving effectiveness and productivity, HRM also functions as a catalyst in developing a company's competitive advantage. In a business environment filled with uncertainties and rapid changes, human resources become a factor that is difficult for competitors to replicate, providing sustainable advantages. As a media company facing market dynamics and high demands for continually evolving content, PT. Antar Surya Media Surabaya requires comprehensive HRM strategies to ensure all organizational aspects operate synergistically.

This research aims to identify appropriate HRM strategies to sustainably enhance the performance of PT. Antar Surya Media Surabaya employees. By examining the relationships among leadership style, work culture, motivation, and employee performance, the findings of this research are expected to contribute to HRM theory and provide practical recommendations for the company. These findings are also anticipated to guide PT. Antar Surya Media in strengthening leadership approaches and fostering a more adaptive work culture, enabling continuous improvement in employee performance amidst increasingly complex business challenges.

The problem formulation aims to identify and analyze the relationships among the research variables, namely leadership style, work culture, motivation, and employee performance, while understanding the role of work culture as a mediating variable. Thus, the research problem formulation includes the following:

1. Does leadership style influence the performance of PT. Antar Surya Media employees?
2. Does leadership style enhance employee motivation, thereby influencing the performance of PT. Antar Surya Media employees?
3. Does work culture influence the performance of PT. Antar Surya Media employees?
4. Does work culture enhance employee motivation, thereby influencing the performance of PT. Antar Surya Media employees?

This research aims to analyze the influence of leadership style and work culture as mediators of motivation on employee performance at PT. Antar Surya Media Surabaya. By understanding the interconnections among leadership style, work culture, motivation, and employee performance, this study aims to provide a clear perspective on the appropriate HRM strategies to be applied. Furthermore, the research is expected to contribute to the company by designing more effective policies to improve employee performance, enabling the company to face increasingly complex and dynamic business competition.

METHODS

This study employs the Structural Equation Modeling (SEM) method, a statistical technique used to analyze structural relationships between observed and latent variables (Hair et al., 2012). This method was chosen for its ability to address complex research models involving multiple interrelated dependence relationships. Through SEM, this study can test and estimate various direct and indirect paths of influence among the variables under investigation.

The use of SEM in this research ensures accurate measurement and analysis of the relationships between leadership style, work culture, motivation, and employee performance at PT. Antar Surya Media. SEM also provides flexibility in exploring deeper relationships and ensures the validity and reliability of the employed model. This method will help identify key factors influencing performance and provide comprehensive insights for future strategies to improve performance.

A descriptive research design with a quantitative approach is used to explain the influence of the leadership style variable (X1), work culture variable (X2), and motivation as an intervening variable (Z) on the employee performance variable (Y) through statistical calculations. Hypotheses are temporary explanations of behavior, phenomena, or events that have occurred or are anticipated to occur. They represent provisional answers to the research problem or questions, subject to verification (Zaki & Saiman, 2021). Based on this understanding, the hypotheses in this study are as follows:

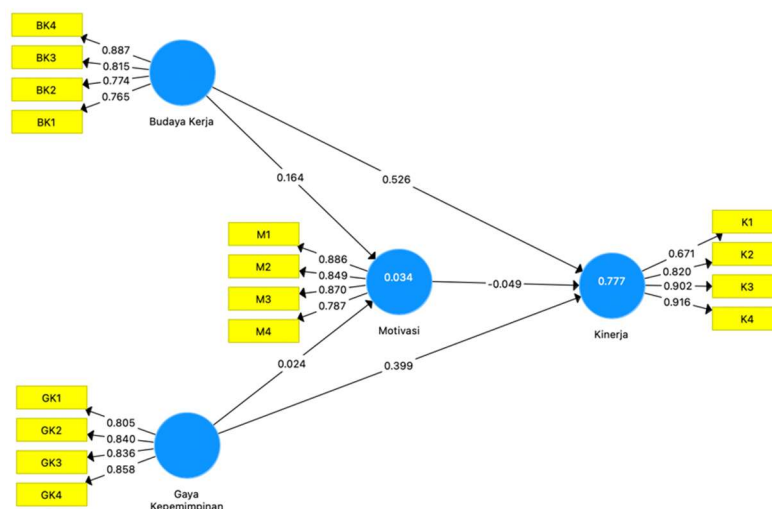


Figure 1. Hypotheses Construct

H1: Leadership style influences employee performance.

H2: Work culture influences employee performance.

H3: Leadership style enhances motivation, which in turn influences employee performance.

H4: Work culture enhances motivation, which in turn influences employee performance.

The data analysis method used in this research is Structural Equation Modeling-Partial Least Squares (SEM-PLS) with the SmartPLS software. PLS-SEM is a variance-based approach focused on maximizing the explained variance in endogenous (dependent) latent variables by exogenous (independent) latent variables in the model. Unlike covariance-based SEM (CB-SEM), PLS-SEM aims to predict and explain variability rather than reproduce a covariance matrix.

Outer Model

Instrument Validity and Reliability

The research instrument must meet standardized quality and comply with validity and reliability testing criteria. Validity and reliability testing ensures the tool consistently and stably measures what it is intended to measure over time. Valid instruments produce accurate and credible data. Validity Testing indicates the extent to which a measurement tool measures what it is supposed to measure. High validity corresponds to minimal error (Widana & Muliani, 2020). Validity is categorized into convergent validity and discriminant validity:

- Convergent validity is assessed using factor loadings and the Average Variance Extracted (AVE) value. Criteria for convergent validity in reflective constructs include:
- Factor loading > 0.7.
- Significant p-value (< 0.05) (Mahfud Solihin & Dwi Ratmono, 2013).

An indicator is valid if it has an AVE > 0.5 or if all outer loading values are > 0.5, satisfying convergent validity (Chin, as cited by Trenggonowati & Kulsum, 2018). Discriminant validity is determined by examining cross-loadings. An indicator has discriminant validity if its cross-loading value on its respective variable is higher than on other

variables. Composite Reliability assesses the reliability of indicators within a variable. A variable meets composite reliability if the value exceeds 0.7.

Structural Model (Inner Model)

The structural model predicts causal relationships between latent variables. Through bootstrapping, T-statistic parameters are obtained to evaluate causal relationships. The inner model describes relationships among latent constructs, often represented by interdependent latent variables. R^2 values measure the variance explained by independent variables on the dependent variables. Chin (as cited by Oktavia, Warsito, & Kadarrisman, 2024) classifies R^2 values as follows:

- a. Substantial: $R^2 = 0.67$.
- b. Moderate: $R^2 = 0.33$.
- c. Weak: $R^2 = 0.19$.
- d. The higher the R^2 , the better the predictive power of the proposed model.
- e. Hypothesis Testing: Hypotheses are tested by examining path coefficient values and their significance levels. The significance threshold used in this research is 5%. These hypotheses aim to validate the study's propositions regarding the relationships among variables.

RESULTS AND DISCUSSION

Results

Outer Model

Convergent validity testing evaluates the correlation between indicator scores and their respective variable scores. An indicator is considered valid if it meets the following criteria:

- a. Uji Validitas Konvergen

The AVE value must exceed 0.5 to confirm that the variable explains more than half of the variance of its indicators. All dimensions of a variable should have an outer loading value greater than 0.5 to demonstrate sufficient convergent validity. According to Chin (as cited in Trenggonowati & Kulsum, 2018), a measurement model satisfies the criteria for convergent validity if both the AVE and outer loading values meet the thresholds mentioned above. These metrics ensure that the indicators are strongly correlated with the construct they represent.

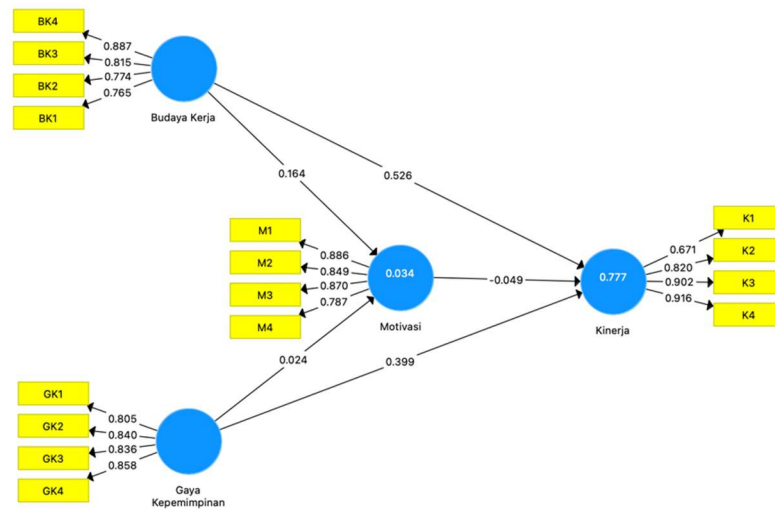


Figure 2. Validity and Cross Loading Test

Based on the figure presented, all outer loading values and AVE values are above 0.5, meeting the required criteria. Therefore, it can be concluded that the measurement satisfies the criteria for convergent validity and is appropriate for evaluating the research variables.

b. Reliability Test

Reliability testing in SEM-PLS data analysis is conducted to evaluate the consistency of the indicators used to measure research variables. This test is conducted by examining the values of Cronbach's Alpha and Composite Reliability. Cronbach's Alpha is used to assess internal consistency, with a value above 0.6 considered acceptable. Composite Reliability measures the overall reliability of a variable, with a value exceeding 0.7 indicating that the indicators are sufficiently reliable. According to Abdillah (2015, as cited in Juni et al., 2021), the reliability of the indicators is confirmed when both Cronbach's Alpha and Composite Reliability values meet these thresholds. This ensures the consistency and accuracy of the instruments used in the study.

Table 1. Cronbach's Alpha and Nilai Composite Reliability

Variabel	Cronbach's Alpha	Composite Reliability
X1 Gaya Kepemimpinan	0,885	0,659
X2 Budaya Kerja	0,902	0,697
Y Kinerja	0,899	0,694
Z Motivasi	0,911	0,720

Based on Table 4.14, the Cronbach's Alpha values exceed 0.6, and the Composite Reliability values are greater than 0.7. This indicates that each variable is reliable and suitable for use as a research variable.

Inner Model Test

The evaluation of the structural model or inner model testing was conducted through measurement indices such as R^2 , Q-Square, and T-Statistic to determine significance values.

a. R-Square / R^2

The R^2 value categories are classified into three levels: 0.67 as substantial, 0.33 as moderate, and 0.19 as weak, as stated by Chin (in Oktavia et al., 2024). The higher the R^2 value, the better the predictive ability of the proposed model. Based on Table 4.15, the R^2 value for the employee performance variable of the Family Planning Counselors (PKB) in Surabaya is 0.846. This indicates that 84.6% of the variance in the employee performance variable is explained by other variables in the model, leaving 15.4% unexplained. The R^2 value of 0.846 is categorized as substantial.

For the motivation variable, the R^2 value is 0.574, meaning that 57.4% of its variance is explained by the model, while 42.6% remains unexplained. This R^2 value is categorized as moderate, indicating a fair predictive ability for this variable.

b. Hypotheses Test

The evaluation of the structural model or inner model testing was conducted through measurement indices such as R^2 , Q-Square, and T-Statistic to determine significance values. The R^2 value categories are classified into three levels: 0.67 as substantial, 0.33 as moderate, and 0.19 as weak, as stated by Chin (in Oktavia et al., 2024). The higher the R^2 value, the better the predictive ability of the proposed model. Based on Table 4.15, the R^2 value for the employee performance variable of the Family Planning Counselors (PKB) in Surabaya is 0.846. This indicates that 84.6% of the variance in the employee performance variable is explained by other variables in the model, leaving 15.4% unexplained. The R^2 value of 0.846 is categorized as substantial

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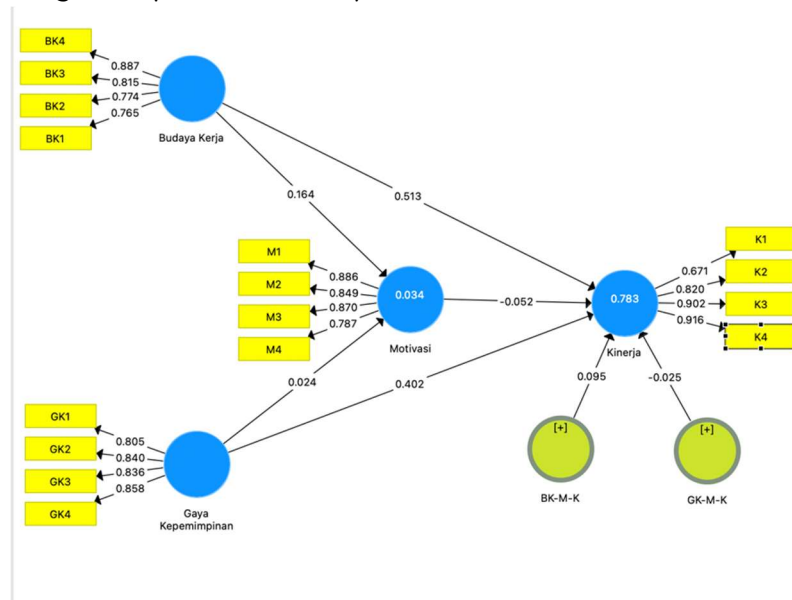


Figure 3. Path Coefficient

Hypothesis testing in this study was conducted based on a p -value < 0.05 with a 5% significance level to determine the direct effects of independent variables on dependent

variables. To assess indirect effects through mediating variables, the indirect effect values were examined.

Table 2. Hypotheses Results

Variable	Real Sample (O)	Average Sample (M)	Standard Deviation (STDEV)	T Statistic (O/STD EV)	P Value	Ket
LS > P	0,402	0,411	0,120	3,334	0,000	H1
WC > P	0,513	0,514	0,114	4,491	0,000	H2
LS > M > P	-0,025	0,036	0,157	0,159	0,000	H3
WC > M > P	0,095	0,102	0,152	0,624	0,000	H4

Based on the table, the results can be explained as follows:

1. H1: There is a significant influence of leadership style on the performance of PT. Antar Surya Media employees.
The first hypothesis (H1) states that leadership style positively influences performance. With a path coefficient (original sample) of 0.402, a T-statistic of 3.334, and a P-value of 0.000 (below 0.05), it is concluded that leadership style significantly affects performance. The positive coefficient indicates a positive direction, meaning better leadership style results in higher performance.
2. H2: There is a significant influence of work culture on employee performance of Family Planning Counselors (PKB) in Surabaya.
The second hypothesis (H2) states that work culture positively influences performance. With a coefficient of 0.513, a T-statistic of 4.491, and a P-value of 0.000, the results indicate that work culture significantly and positively impacts performance. This means that the better the work culture implemented, the higher the performance achieved.
3. H3: There is no significant influence of leadership style on performance through motivation at PT. Antar Surya Media.
The third hypothesis (H3) examines the indirect effect of leadership style on performance through motivation. A path coefficient of -0.025 and a T-statistic of 0.159 indicate that the indirect influence is not significant, as the T-statistic is below the threshold of 1.96 for significance. Although the P-value is significant at 0.000, the negative and negligible coefficient suggests that motivation does not effectively mediate the relationship between leadership style and performance.
4. H4: There is an influence of work culture on performance through motivation at PT. Antar Surya Media.
The fourth hypothesis (H4) examines the indirect effect of work culture on performance through motivation. A path coefficient of 0.095 and a T-statistic of 0.624 suggest an insignificant indirect effect. Although the direction is positive, the low T-statistic value indicates that motivation does not play a significant mediating role in the relationship between work culture and performance.

Discussion

The Influence of Leadership Style on Employee Performance at PT. Antar Surya Media

The research results show that leadership style has a positive and significant influence on employee performance at PT. Antar Surya Media. This is reflected in the coefficient value of 0.402, with a T-statistic of 3.334 and a P Value of 0.000, which is below the 0.05 significance level. This means that good leadership style will improve employee performance. Effective leadership encourages employees to be more motivated, disciplined, and committed to carrying out their duties. At PT. Antar Surya Media, the implemented leadership style provides support and clear direction to employees, thus improving overall performance.

Leadership style is one of the main factors influencing employee performance at PT. Antar Surya Media. Based on the research results, it was found that leadership style has a positive and significant influence on employee performance, with a coefficient of 0.402, T-statistic of 3.334, and P Value of 0.000. These results indicate that good leadership style can directly improve employee performance. The significance value, which is smaller than 0.05, confirms that this relationship is statistically reliable, strengthening the hypothesis that the leadership style applied by company management plays an important role in encouraging improved employee performance.

At PT. Antar Surya Media, the leadership style implemented involves an approach that supports, motivates, and provides clear direction to employees. Effective leadership can enhance employee morale, create a conducive environment for achieving company goals, and increase employee commitment and loyalty to the company. Inspirational leadership encourages employees to be more proactive, creative, and responsible in carrying out their duties. Thus, effective leadership at PT. Antar Surya Media not only builds positive relationships between superiors and subordinates but also drives employees to achieve their best performance potential.

These findings align with research conducted by Suherman & Ubaidillah (2023), which shows that effective leadership styles can improve employee performance through the establishment of a positive and supportive work climate. Another study by Feng (2023) states that leaders who can provide clear direction, reward employees, and play an active role in guiding the team will encourage employees to work harder and improve their results.

At PT. Antar Surya Media, the leadership style applied supports employees by providing motivation and clear direction. This aligns with findings by Jumady & Bungatang (2023), which show that a transformational leadership style, where leaders motivate and inspire employees, can significantly improve performance. In addition, research by Tjosvold (2008) confirms that supportive leadership also enhances performance by encouraging employee involvement in decision-making and fostering harmonious working relationships.

The Influence of Work Culture on Employee Performance at PT. Antar Surya Media

A positive work culture has also been proven to have a significant influence on employee performance. Based on the analysis results, the coefficient of work culture on performance is 0.513, with a T-statistic of 4.491 and a P Value of 0.000, which indicates a strong and positive influence. A good work culture in the company can create a conducive work environment and support employee productivity. At PT. Antar Surya Media, the

implementation of a strong work culture such as teamwork, good communication, and high company values contributes to improved performance. Employees who feel comfortable with the existing work culture tend to work better, show commitment, and produce optimal output.

A positive work culture also plays a major role in improving employee performance at PT. Antar Surya Media. This study shows that work culture has a significant influence on employee performance, with a coefficient of 0.513, T-statistic of 4.491, and P Value of 0.000. The P Value, which is smaller than 0.05, indicates that this relationship is highly significant statistically, strengthening the hypothesis that a good work culture can contribute to improving employee performance.

At PT. Antar Surya Media, the implemented work culture promotes values such as collaboration, innovation, integrity, and responsibility. A strong work culture creates a supportive and conducive environment where employees feel comfortable, valued, and motivated to work. This factor is important because employees who feel connected to the company's culture tend to be more productive and committed to achieving company goals. A healthy work culture can enhance employee morale, reduce stress levels, and encourage employees to always give their best in every task assigned. Overall, a positive work culture at PT. Antar Surya Media creates a strong foundation for achieving optimal performance from all employees.

This aligns with research conducted by Schein (2010), which found that a strong and positive work culture can encourage employees to work harder and be committed to organizational goals. These findings are also supported by research by Deal and Kennedy (2000), which shows that a positive company culture can improve productivity and reduce absenteeism and employee turnover rates.

At PT. Antar Surya Media, the implemented work culture promotes values of collaboration, innovation, and responsibility, which align with research conducted by Ibrahim et al. (2022). They found that an adaptive and inclusive work culture can encourage employees to participate actively, feel valued, and be motivated to give their best contributions. Thus, the positive work culture in this company creates a conducive work environment and supports improved employee performance.

The Influence of Leadership Style on Motivation to Improve Employee Performance at PT. Antar Surya Media

In the hypothesis testing the role of motivation as a mediator between leadership style and performance, the results show no significant influence. With a coefficient of -0.025, T-statistic of 0.159, and P Value of 0.000, the influence of motivation in mediating the relationship between leadership style and employee performance is not strong enough to be considered significant. This indicates that at PT. Antar Surya Media, leadership style has a more direct influence on performance than through motivation. This means that although motivation plays a role in improving performance, good leadership style is more effective in directly impacting employee performance without requiring motivation as a mediator.

This study also tested the role of motivation as a mediating variable between leadership style and employee performance. However, the analysis results show that motivation does not significantly mediate the relationship between leadership style and performance. The

coefficient obtained is -0.025, with a T-statistic of 0.159 and P Value of 0.000. Although the P Value indicates statistical significance, the negative coefficient value and low T-statistic show that motivation does not play an effective role as a mediator in this relationship.

This result contrasts with research by Qhurani & Ubaidillah (2023), which shows that employee motivation, as a mediating factor, can strengthen the influence of leadership style on performance. However, in the context of PT. Antar Surya Media, the leadership style applied may already be strong enough that employees do not require additional motivation to improve their performance.

The Influence of Work Culture on Motivation to Improve Employee Performance at PT. Antar Surya Media

The research results also show that motivation does not mediate the relationship between work culture and employee performance significantly. With a coefficient of 0.095, T-statistic of 0.624, and P Value of 0.000, it can be concluded that the influence of work culture on employee performance at PT. Antar Surya Media is not effectively mediated by motivation. The work culture implemented by the company plays a more direct role in influencing employee performance than through motivation.

These findings also align with research by Idris et al. (2022), which found that a strong and positive work culture can directly influence employee performance without the need to be mediated by motivation. At PT. Antar Surya Media, the positive work culture has been sufficiently effective in encouraging employees to work optimally. Motivation is not needed as an intermediary factor because the conducive work culture is already capable of creating an environment that supports high performance.

CONCLUSION

Overall, this study shows that leadership style and work culture have a significant influence on employee performance at PT. Antar Surya Media. These two variables have a direct and positive impact on performance, while motivation has not been proven to be a significant mediating variable in this relationship. These findings indicate that good leadership and a positive work culture in the company can directly improve employee performance without requiring motivation as an intermediary. For the management of PT. Antar Surya Media, these results indicate the importance of developing a supportive leadership style that motivates and provides clear direction, as well as implementing a conducive work culture that supports productivity. By focusing on the development of leadership styles and work culture, the company can create an environment that maximizes employees' potential to excel and achieve company goals. Based on the results of the study on the influence of leadership style and work culture on employee performance at PT. Antar Surya Media, it was found that these two variables have a significant direct influence on employee performance. Effective leadership, characterized by support and clear direction from leaders, can directly improve employee performance without the need for motivational mediation. A strong and positive work culture also plays a major role in encouraging employees to achieve optimal performance. Although motivation is often considered an intermediary factor in improving performance, the results of this study show that leadership style and work culture at PT. Antar

Surya Media are strong enough to directly influence employee performance without requiring motivation as a mediating variable. This result contrasts with some previous studies, which show that motivation acts as a mediator between leadership style and work culture on employee performance. However, at PT. Antar Surya Media, effective leadership and a positive work culture are already capable of creating a productive work environment that directly supports high performance. This conclusion provides insight for the company's management to continue developing a supportive leadership style and maintaining a conducive work culture to achieve optimal employee performance. The findings of this study indicate that leadership style and work culture have a significant direct influence on employee performance at PT. Antar Surya Media, without motivation as a mediating variable. This differs from several previous studies that showed the role of motivation as a mediator in improving employee performance. These findings provide insights for the management of PT. Antar Surya Media to focus more on developing an effective leadership style and a positive work culture, which can directly contribute to performance without relying on employee motivation as an intermediary factor.

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