



The Influence Of Leadership, Organizational Culture, Work Discipline, And Compensation On The Performance Of Employees Of The Park And Hygiene Unit (Tamsih) Of Panca Budi Medan

Nadiya Putri Indah ¹⁾; M. Chaerul Rizky ²⁾; Yohny Anwar ³⁾

^{1,2,3)} Universitas Pembangunan Panca Budi, Indonesia

Email: ¹⁾nadiaputriindah96@gmail.com; ²⁾mchaerulrizky@dosen.pancabudi.ac.id

³⁾ yohny.anwar@yahoo.com.

How to Cite :

Indah, N, P., Rizky, M, C., Anwar , Y. (2025). Analysis Of Work Environment, Work Motivation, And Job Training On Work Productivity At PT OCS Global Services. EKOMBIS REVIEW: Jurnal Ilmiah Ekonomi Dan Bisnis, 13(4). DOI: <https://doi.org/10.37676/ekombis.v13i4>

ARTICLE HISTORY

Received [22 May 2025]

Revised [06 September 2025]

Accepted [10 September 2025]

KEYWORDS

Leadership, Organizational Culture, Work Discipline, Compensation, and Employee Performance.

This is an open access article under the [CC-BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license



ABSTRACT

This study was conducted to determine the effect of leadership, organizational culture, work discipline, and compensation on employee performance at the Panca Budi Medan Parks and Cleanliness Unit. The population of this study were all employees of the Panca Budi Medan Parks and Cleanliness Unit, totaling 45 employees, while the sampling technique in this study was probability sampling, namely by using census sampling or saturated sampling because the entire population was sampled if the population was below 100. The results of this study indicate that leadership has a negative and partially insignificant effect on employee performance with a tcount value < ttable (-0.635 < 2,021), organizational culture has a positive and partially insignificant effect on employee performance with a tcount value < ttable (1,211 > 2,021), work discipline has a positive and partially significant effect on employee performance with a tcount value > ttable (4,169 > 2,021), and compensation has a positive and partially significant effect on employee performance with a tcount value > ttable (2,363 > 2,021). Simultaneously leadership, organizational culture, work discipline and compensation have a positive and significant effect on employee performance at the Panca Budi Medan Parks and Cleanliness Unit with a value of Fhitung > Ftabel (12,541 > 2.61). The results of this study indicate that partially and simultaneously H1 is accepted H0 is rejected. While the resulting coefficient of determination is 51.2% and the remaining 48,8% is explained by other independent variables not examined in this study.

INTRODUCTION

The progress of an organization will not be separated from the existence and influence of human resources in it. Human resources are the most important element of an organization in carrying out all its activities in an effort to achieve goals. It can be said that human resources are the most important part of shaping integrity and realizing the vision and mission of an organization. Organizations will not run without human roles even though the various required factors are available. Because humans are the driving force and determinant of the course of an organization.

One of the factors that affect the success rate of an organization or company is employee performance. The success or setback of an organization depends on the expertise and skills of its employees who work in it. According to Edison et al (2017:188) Performance is the result of a process that refers to and is measured over a certain period of time based on pre-established terms or agreements. Change is expected to occur in an organization, which results in progress and improvement. Although it is the hope of all parties that employee performance can be optimal, the reality in the field is that there are still employees whose performance has not been maximized (Nasution & Rizky, 2024).

Employee performance issues are a common challenge for a company. In dealing with problems in a company, the role of leaders is needed. Leadership is an important element that affects employee performance. A leader's direction should focus more on job responsibilities. Managers who are able to adapt their leadership style to the company's situation and circumstances can motivate their employees to work better and achieve the company's goals. On the other hand, the wrong leadership style can lower employee morale and negatively impact performance (Pratiwi and Rizky, 2024). The ideal leader can motivate employees, create a supportive work environment, create a sense of security and comfort within the company, and improve employee performance (Pratiwi and Rizky, 2024). Squirt (in Airyq et al., 2023) Effectiveness is measured through the encouragement, support and commitment that leaders have in maintaining the organizational culture.

The influence of leadership, organizational culture, work discipline, and compensation, has been the subject of several studies. It is very similar to previous investigations carried out by specialists from various academic institutions. Several real-world occurrences in the workplace were investigated and correlations were formed to assess the impact of leadership, organizational culture, work discipline, and compensation. Furthermore, various analytical techniques and instruments will be used in this study to examine the relationship between employee performance and leadership, organizational culture, work discipline, and compensation. This kind of analysis has been done in previous studies. Of course, public service units such as the Tamsih Panca Budi Medan Unit can show the effectiveness of their employees by providing their services to the wider community. The purpose of this study is to see how leadership, organizational culture, work discipline, and compensation affect the performance of employees of the Panca Budi Medan Park and Hygiene Unit (Tamsih).

LITERATURE REVIEW

Panjaitan (2020) stated that there are many factors that affect employee performance. The factors that affect employee performance are leadership, motivation, work discipline, commitment, support, evaluation, compensation, environment and ability. The factors that affect employee performance are motivation, work discipline, commitment, support, evaluation, compensation, environment and ability. Some of the factors that will be discussed in this study include leadership, organizational culture, work discipline, and compensation. Establishing evaluations as a means of paying attention to employee performance in a set goal is very important because employees also want appraisals as feedback (Silaen, 2021). Higher individual performance will result in higher overall organizational performance. Performance improvement

refers to the increase in efficiency, effectiveness, or quality in completing a series of tasks assigned to a person in a company or organization (Rizky, 2022).

According to Edison et al (2017:87) Defining leadership is an act that influences others or their subordinates to be willing to work together to achieve certain goals. In companies, the idea of leadership is to motivate and support the efforts of individuals and groups to achieve common goals (Yukl in Airyq et al., 2023). The ideal leader can motivate employees, create a supportive work environment, create a sense of security and comfort within the company, and improve employee performance (Pratiwi and Rizky, 2024). Squirt (in Airyq et al., 2023) Effectiveness is measured through the encouragement, support and commitment that leaders have in maintaining the organizational culture.

In an organization, culture is a reflection of how the organization is seen or viewed by others (Rosvita, et al., 2017). These components serve as the basis for looking at how employees behave, collaborate, and engage with their environment (Arianty, 2014). Performance will improve when individual values and company ideals are aligned. According to Edison et al (2017:117) states that organizational culture is the result of the process of fusing the cultural style and/or behavior of each individual that was previously brought into a new norms and philosophy, which has the energy and pride of the group in facing certain things and goals. Employee perceptions and how they shape patterns of expectations, values, and beliefs shape organizational culture (Rivai, 2020). Companies that have a positive culture will display a positive image, on the other hand, if the organizational culture does not work, the company will display a bad image (Rosvita et al., 2017).

To create a mutually beneficial work environment, the organization through top management and operations, puts employees as partners who share the same goal (Wahyudi, 2019). One of the efforts to create these working conditions is work discipline. In this condition, actions that should be taken by the company to improve the quality of the company, for example by improving employee performance through work discipline. According to Sutrisno (2017:85) Stating discipline shows a condition or respect that exists in employees towards the regulations and regulations of the agency. Employee performance can be seen from daily work discipline. In addition, with high work discipline from employees, they will be able to feel the results of the work that has been done so far and will be able to achieve the performance expected by the company so that employees have high work effectiveness at work, so that organizational goals can be achieved (Suliztyanto et al., 2023). Good discipline reflects a person's sense of responsibility for the tasks assigned to him.

According to Sutrisno (in Panjaitan, 2020) states "Compensation is everything that an Employee receives in return for their work". Compensation is very important for Employees. According to Edison et al (2017:152) stated that compensation is something that employees receive for the services they contribute to their work. Employees will take advantage of this compensation to meet their basic needs. According to (Arifudin, 2019) The amount of this compensation reflects the status, recognition and level of fulfillment enjoyed by the employee. If the remuneration received by employees is greater, it means that their positions are higher, their status is better, and the fulfillment of the needs they enjoy is increasing. Thus his job satisfaction is getting better.

Rewards or compensation programs typically aim to benefit businesses, workers, governments, or society. Compensation must be made in accordance with labor regulations, fair and reasonable principles, and take into account internal and external consistency in order to achieve this goal and satisfy all parties (Arifudin, 2019). According to Rizky and Husna (2023) Explains compensation is any income in the form of money, direct or indirect goods that employees receive in exchange for services provided to the company. According to (Dwianto et al., 2019) states that "The effectiveness of employee objectives and the efficiency of organizational budgets are directly correlated with the quality of human resources in the workplace, and the ability of businesses to survive in an increasingly hostile business

environment will depend on the ability to determine environmentally appropriate compensation." Therefore, compensation must be handled properly within the organization to ensure acceptance and prevent future misunderstandings between the two parties.

METHODS

The type of research used by the author in this study is quantitative research using an associative approach. According to Manullang and Pakpahan, (2014:135) The associative approach aims to determine the influence or relationship of an independent variable to dependent or bound variables, so that the magnitude and close relationship can be known. The research was conducted at PT. PBR Panca Budi Medan Park and Hygiene Unit which is located at Jl. Jendral Gatot Subroto KM. 4,5., Simpang Tanjung., Medan Sunggal District, Medan City, North Sumatra. The population in this study is all employees of the Panca Budi Medan Park and Hygiene Unit who are contract employees. However, all employees in the process of transitioning from the Foundation Secretariat to PT. PBR currently has 45 employees with various services provided. The sampling techniques used in this study are *Census Sampling* or saturated sampling. According to Sugiyono (2017:85) Saturation sampling is a sample determination technique when all members of the population are used as samples. Therefore, in this study, the entire population was used as a sample because the population was less than 100 people. As a result, 45 respondents became the entire sample used in this study.

RESULTS AND DISSCUSION

Validity Test

To determine the feasibility of the items in the list of questions (questionnaire), it is necessary to conduct a validity test.

Table 1. Validity Test Results

Research Variables	I-tem Statement	r Count	r Table	Information
Leadership (X1)	Q1	0,680	0,2483	Valid
	Q2	0,748	0,2483	Valid
	Q3	0,657	0,2483	Valid
	Q4	0,763	0,2483	Valid
	Q5	0,713	0,2483	Valid
	Q6	0,701	0,2483	Valid
	Q7	0,714	0,2483	Valid
	Q8	0,686	0,2483	Valid
	Q9	0,543	0,2483	Valid
	Q10	0,426	0,2483	Valid
Organizational Culture (X2)	Q1	0,621	0,2483	Valid
	Q2	0,731	0,2483	Valid
	Q3	0,683	0,2483	Valid
	Q4	0,782	0,2483	Valid
	Q5	0,734	0,2483	Valid
	Q6	0,681	0,2483	Valid
	Q7	0,744	0,2483	Valid

Research Variables	I-tem Statement	r Count	r Table	Information
	Q8	0,722	0,2483	Valid
	Q9	0,817	0,2483	Valid
	Q10	0,655	0,2483	Valid
Work Discipline (X3)	Q1	0,377	0,2483	Valid
	Q2	0,705	0,2483	Valid
	Q3	0,685	0,2483	Valid
	Q4	0,713	0,2483	Valid
	Q5	0,625	0,2483	Valid
	Q6	0,800	0,2483	Valid
	Q7	0,767	0,2483	Valid
	Q8	0,837	0,2483	Valid
	Q9	0,822	0,2483	Valid
	Q10	0,419	0,2483	Valid
Compensation (X4)	Q1	0,747	0,2483	Valid
	Q2	0,510	0,2483	Valid
	Q3	0,816	0,2483	Valid
	Q4	0,835	0,2483	Valid
	Q5	0,525	0,2483	Valid
	Q6	0,676	0,2483	Valid
	Q7	0,631	0,2483	Valid
	Q8	0,728	0,2483	Valid
	Q9	0,554	0,2483	Valid
	Q10	0,467	0,2483	Valid
Employee Performance (Y)	Q1	0,713	0,2483	Valid
	Q2	0,758	0,2483	Valid
	Q3	0,755	0,2483	Valid
	Q4	0,533	0,2483	Valid
	Q5	0,390	0,2483	Valid
	Q6	0,693	0,2483	Valid
	Q7	0,776	0,2483	Valid
	Q8	0,682	0,2483	Valid
	Q9	0,681	0,2483	Valid
	Q10	0,737	0,2483	Valid

Source: SPSS Output Version 30 (2025)

Based on the results of the SPSS output, it is known that the validity value is found in the Corrected Item-Total Correlation column in the question item, each variable studied can be declared valid (valid) because all coefficient values are greater than 0.2483.

Reliability Test

The reliability test is carried out to see if the data is reliable or reliable so that it is feasible to be carried out in the next test.

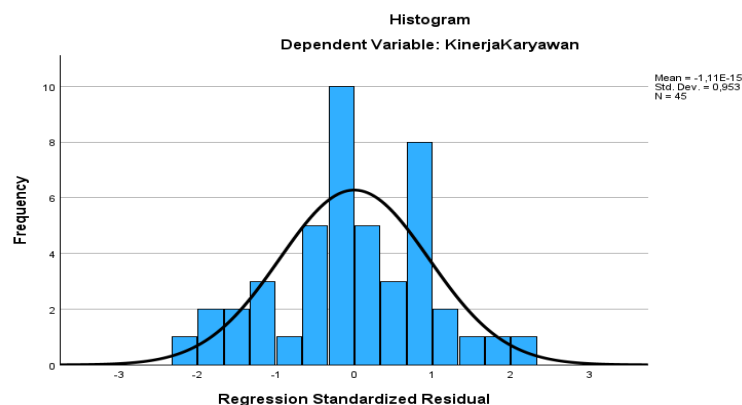
Table 2. Reliability Test Results

Variable	Cronbach's Alpha > 0.60	Conditions	N Of Item	Information
Leadership (X1)	0,851	0,60	10	Reliable
Organizational Culture (X2)	0,895	0,60	10	Reliable
Work Discipline (X3)	0,824	0,60	10	Reliable
Compensation (X4)	0,847	0,60	10	Reliable
Employee Performance (Y)	0,851	0,60	10	Reliable

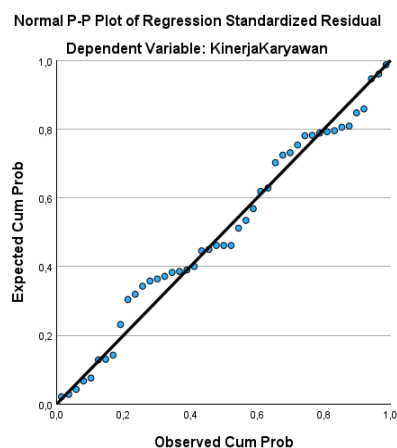
Source: SPSS Output Version 30 (2025)

Based on the results of the SPSS output, it is known that Cronbach's Alpha value for each variable studied is > 0.60 so that the data is reliable.

Normality Test

Figure 1. Test Histogram

Based on the image above, the results of the normality test of the data are known to have been distributed normally, where the histogram image has a line forming a bell and does not have a slope to the left or right.

Figure 2. P-P Test Plot

Based on the image above, then for the results of testing the normality of the data using the PP Plot image, it can be seen that the data points that are spread are around the diagonal line so that the data has been distributed normally.

Table 3. Kolmogorov-Smirnov Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		45
Normal Parameters, b	Mean	,0000000
	Std. Deviation	2,56061720
Most Extreme Differences	Absolute	,095
	Positive	,074
	Negative	-,095
Test Statistic		,095
Asymp. Sig. (2-tailed) ^c		,200d

Source: SPSS Output Version 30 (2025)

Based on the Kolmogorov-Smirnov test, the Asymp value can be seen. Sig. (2-tailed) of 0.200 can be concluded that the data is normally distributed, where the significance value is greater than 0.05 ($p = 0.200 > 0.05$). Thus, it can be concluded that the values of data observation have been distributed normally and can be continued with other classical assumption tests.

Multicollinearity Test

This multicollinearity test is used to determine whether a strong correlation can be found between independent (free) variables. This test can be seen at a Tolerance value of > 0.10 or a VIF value of < 10 .

Table 4. Multicollinearity Test Results

Type		Collinearity Statistics	
		Tolerance	VIVID
	(Constant)		
	Leadership	,450	2,223
	Organizational Culture	,393	2,542
	Work Discipline	,667	1,500
	Compensation	,678	1,476

Source: SPSS Output Version 30 (2025)

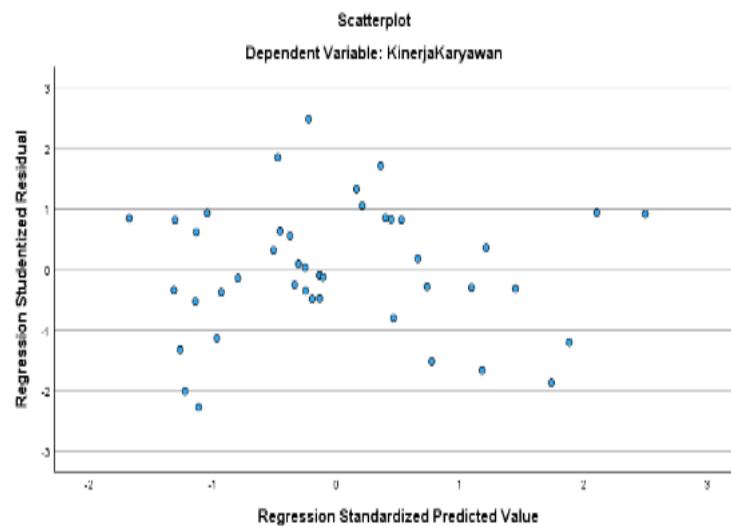
Based on the data in the table above, it shows that the condition of being free from the symptoms of multicollinearity has been met by all existing independent variables (independent variables), it can be known that the tolerance value is greater than 0.10 and the VIF value (Variance Inflation Factor) which is not more than 10. In the table above, the tolerance value of the independent variable of leadership (X1) is 0.450, organizational culture (X2) is 0.393, work discipline (X3) is 0.667, and compensation (X4) is 0.678. For the value of VIF (Variance Inflation Factor)) leadership variables (X1) are 2,223, organizational culture is (X2) is 2,542, work discipline (X3) is

1,500, and compensation (X4) is 1,476. From these results, all the independent variables used in this study did not occur multicollinearity.

Heteroscedasticity Test

The heteroscedasticity test was used to see if there was an unequal variance from the residual in another observation. If the variance from residual in one observation to another does not change, it is called homoscedasticity, and if it changes, it is called heteroscedasticity. The regression model can be said to be good if heteroscedasticity does not occur.

Figure 3. Test Scatter Plots



Source: SPSS Output Version 30 (2025)

Based on the image above, it can be seen that the results of the heteroscedasticity test conducted by the Scatter Plot method show that the data spreads irregularly and does not form a certain pattern and moves away from point 0. Therefore, it can be concluded that the data produced is free from heteroscedasticity.

Multiple Linear Regression

Table 5. Multiple Linear Regression Test Results

Coefficient						
Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	8,092	4,921		1,644	,108
	Leadership	-,090	,142	-,100	-,635	,529
	Organizational Culture	,167	,138	,203	1,211	,233
	Work Discipline	,493	,118	,538	4,169	<,001
	Compensation	,235	,099	,302	2,363	,023
a. Dependent Variable: Employee Performance						

Source: SPSS Output Version 30 (2025)

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

$$Y = 8.092 - 0.090X_1 + 1.167X_2 + 0.493X_3 + 0.235X_4 + e$$

The multiple linear regression equation above can be clearly described as follows:

1. The value of the constant (α) is 8.092. With a positive relationship direction, it shows that if all independent variables, namely leadership (X_1), organizational culture (X_2), work discipline (X_3), and compensation (X_4) are zero, then the performance of employees in the Panca Budi Medan Park and Hygiene Unit remains valued at 8,092.
2. The leadership value (X_1) is -0.090. With a negative relationship direction, it shows that if leadership is improved, employee performance will decrease by 0.090 assuming that other independent variables are constant.
3. The organizational culture value (X_2) is 0.167. With a positive relationship direction, it shows that if the organizational culture is improved, then employee performance will increase by 0.167 assuming that the other independent variables are of constant value.
4. The value of work discipline (X_3) is 0.493. With a positive relationship direction, it shows that if work discipline is improved, employee performance will increase by 0.493 assuming that other independent variables are constant.
5. The compensation value (X_4) is 0.235. With a positive relationship direction, it shows that if compensation is increased, employee performance will increase by 0.235 assuming that other independent variables are of constant value.

Partial Hypothesis Test (t-test)

Table 6. Partial Hypothesis Test Results (t-Test)

Coefficient						
Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	8,092	4,921		1,644	,108
	Leadership	-,090	,142	-,100	-,635	,529
	Organizational Culture	,167	,138	,203	1,211	,233
	Work Discipline	,493	,118	,538	4,169	<,001
	Compensation	,235	,099	,302	2,363	,023
a. Dependent Variable: Employee Performance						

Source: SPSS Output Version 30 (2025)

Based on the table above, it shows that the results of testing the data from the t-test can be seen that the value of the table for the probability of 0.05 at the degree of freedom (df) = $n - k - 1 = 45 - 4 - 1 = 40$ is 2.021. It can be concluded that the results of the data processing test from the t-test show the following:

1. The test results for the leadership variable showed a t_{cal} value of $-0.635 < t_{table}$ of 2.021 with a significant value of $0.529 > 0.05$, then the H_1 hypothesis was rejected and H_0 was accepted, meaning that leadership had a negative and insignificant effect partially on employee performance.

2. The test results for the organizational culture variable showed a tcal value of $1.211 < t_{table}$ of 2.021 with a significant value of $0.233 > 0.05$, then the H2 hypothesis was rejected and H0 was accepted, meaning that organizational culture has a positive and insignificant effect on employee performance.
3. The test results for the work discipline variable showed a tcal value of $4.169 > t_{table}$ of 2.021 with a significant value of $<0.001 < 0.05$, then the H3 hypothesis was accepted and H0 was rejected, meaning that work discipline had a positive and partially significant effect on employee performance.
4. The test results for the compensation variable showed a tcal value of $2.363 > t_{table}$ of 2.021 with a significant value of $0.023 < 0.05$, then the H4 hypothesis was accepted and H0 was rejected, meaning that work discipline had a positive and partially significant effect on employee performance.

Simultaneous Hypothesis Test (F Test)

The following can be presented as the results of simultaneous testing between independent variables and dependent variables as follows:

Table 7. Results of Simultaneous Hypothesis Test (F Test)

NEW ERA						
Type		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	361,814	4	90,453	12,541	<.001b
	Residual	288,497	40	7,212		
	Total	650,311	44			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Compensation, Work Discipline, Leadership, Organizational Culture						

Source: SPSS Output Version 30 (2025)

Based on the table above, the test results that have been carried out on the F test can show that the value of Fcal is 12.541 at the free degree (df1) = k = 4, with the free degree (df2) = n - k - 1 = 45 - 4 - 1 = 40, where n = number of samples, k = variable, then the value of Ftable at a significant confidence level of 0.05 is 2.61 thus the result of the SPSS calculation obtained Fcal = 12.541 > Ftable 2.61 with sig. <0.001 < 0.05. So it can be concluded that H1 is accepted. Where the variables of leadership (X1), organizational culture (X2), work discipline (X3) and compensation (X4) simultaneously have a positive and significant effect on employee performance in the Panca Budi Medan Park and Hygiene Unit.

R2 (Determination) K Test

The following can be presented the results of the test for the determination of independent variables explaining the dependent variables as follows:

Table 8. Test Results R2 (Determination) K

Model Summary				
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,746a	,556	,512	2,68560
a. Predictors: (Constant), Compensation, Work Discipline, Leadership, Organizational Culture				
b. Dependent Variable: Employee Performance				

Source: SPSS Output Version 30 (2025)

The results showed that the adjusted value of R Square 0.512 which can be called the determination coefficient which in this case means that 51.2% of work productivity can be obtained and explained by leadership, organizational culture, work discipline, and compensation, while the remaining 48.8% is explained by other factors or variables outside the research model.

The Influence of Leadership (X1) on Employee Performance (Y)

Based on the partial t-test test, it can be explained that the tcal value of the leadership variable is -0.635 with a significant value of 0.529 so that it can be concluded that the tcount is -0.635 and the ttable is 2.021. The test results showed that $-tcount < ttable$ ($-0.635 < 2.021$). Judging from the significance, the significant value of $0.529 > 0.05$, the results of the calculation both through calculation and significance show that the hypothesis is in the H_0 area so that H_0 accepted and H_a rejected and shows that the hypothesis in this study is rejected. It is stated that Leadership has a negative effect and does not have a significant effect partially on Employee Performance in the Panca Budi Medan Park and Hygiene Unit.

The Influence of Organizational Culture (X2) on Employee Performance (Y)

Based on the partial t-test test, it can be explained that the tcal value of the organizational culture variable is 1.211 with a significant value of 0.233 so that it can be concluded that the tcount is 1.211 and the ttable is 2.021. The results of the test showed that the tcount was $< ttable$ ($1.211 < 2.021$). Judging from the significance, the significant value of $0.233 > 0.05$, the results of the calculation both through calculation and significance show that the hypothesis is in the H_0 area so that H_0 is accepted and H_a is rejected and shows that the hypothesis in this study is rejected. It is stated that Leadership has a positive effect and does not have a significant effect partially on Employee Performance in the Panca Budi Medan Park and Hygiene Unit.

The Effect of Work Discipline (X3) on Employee Performance (Y)

Based on the partial t-test test, it can be explained that the tcal value of the work discipline variable is 4.169 with a significant value of <0.001 so that it can be concluded that the tcount is 4.169 and the ttable is 2.021. The results of the test showed that the tcount was $< ttable$ ($4.169 < 2.021$). Judging from the significance, the significant value of $<0.001 > 0.05$, the results of the calculation both through calculation and significance show that the hypothesis is in the area of H_a so that H_a is accepted and H_0 is rejected and shows that the hypothesis in this study is accepted. It is stated that Work Discipline has a positive and partially significant effect on Employee Performance in the Panca Budi Medan Park and Hygiene Unit.

The Effect of Compensation (X4) on Employee Performance (Y)

Based on the partial t-test test, it can be explained that the tcal value of the compensation variable is 2.363 with a significant value of 0.023 so that it can be concluded that the tcount is 2.363 and the ttable is 2.021. The test results showed that the tcount was $< ttable$ ($2.363 < 2.021$). Judging from the significance, the significant value is $0.023 > 0.05$, the results of the calculation both through calculation and significance show that the hypothesis is in the H_a area so that H_a is accepted and H_0 is rejected and shows that the hypothesis in this study is accepted. It is stated that Compensation has a positive and significant effect partially on Employee Performance in the Panca Budi Medan Park and Hygiene Unit.

The Influence of Leadership (X1), Organizational Culture (X2), Work Discipline (X3) and Compensation (X4) on Employee Performance (Y)

Based on various theories and previous research used. The results of this study explain that leadership, organizational culture, work discipline, and compensation have a positive and significant effect simultaneously on employee performance in the Panca Budi Medan Park and Hygiene Unit. Based on multiple linear regression analysis, it can be seen that the results of the

simultaneous test score (F Test) show that F_{cal} is obtained as $12.541 > 2.61$ with a sig value. $<0.001 < 0.05$. So it can be concluded that H_1 is accepted. Where the research results of the variables of Leadership (X1), Organizational Culture (X2), Work Discipline (X3) and Compensation (X4) simultaneously had a positive and significant effect on employee performance (Y) in the Panca Budi Medan Park and Hygiene Unit.

CONCLUSION

Based on the results of the research and discussion that has been carried out in the previous chapter, it can be concluded that the results of this research are, as follows:

1. The results of the study partially calculated the value of $t_{table} < t_{table}$ ($-0.635 < 2.021$) showed that the leadership variable (X1) had a negative and insignificant effect on employee performance in the Panca Budi Medan Park and Hygiene Unit.
2. The results of the study partially calculated the value of the $t_{cal} < t_{table}$ ($1,211 < 2,021$) showed that the organizational culture variable (X2) had a positive and insignificant effect on employee performance in the Panca Budi Medan Park and Hygiene Unit.
3. The results of the study partially calculated the value of the $t_{table} > (4.169 > 2.021)$ showed that the work discipline variable (X3) had a positive and significant effect on employee performance in the Panca Budi Medan Park and Hygiene Unit.
4. The results of the study partially calculated the value of the $t_{table} > (2,363 > 2,021)$ showed that the compensation variable (X4) had a positive and significant effect on employee performance in the Panca Budi Medan Park and Hygiene Unit.
5. The results of the study simultaneously showed that the $F_{cal} > F_{table}$ value ($12.541 > 2.61$) showed that the variables Leadership (X1), Organizational Culture (X2), Work Discipline (X3), and Compensation (X4) had a positive and significant effect on employee performance in the Panca Budi Medan Park and Hygiene Unit. With a determination coefficient value of 51.2% and the remaining 48.8% explained by other independent variables that were not studied in this study.

REFERENCES

- Agung Surya Dwianto, Pupung Purnamasari, T. T. (2019). No Title. *Jesya (Journal of Sharia Economics and Economics)*, 2.
- Airyq, I. M., Hubeis, A. V. S., & Sukmawati, A. (2023). The Influence of Competence, Leadership and Organizational Culture on Human Resource Performance. *Journal of Business and Management Applications*, 9(1), 285–295. <https://doi.org/10.17358/jabm.9.1.285>
- Arifudin, O. (2019). The Effect of Compensation on Employee Performance at Pt. Global (PT. GM). *MEA Scientific Journal (Management, Economics, & Accounting)*, 3(2), 184–190. <https://doi.org/10.31955/mea.vol3.iss2.pp18>
- Chaerul Rizky, M. (2022). The Effect of the Use of Technology on Work Flexibility and Employee Performance Improvement in the New Normal Era at PT Kalfaz Sadhara. *Remik: Research and e-Journal of Computer Informatics Management*, 6(4), 802–808. <https://doi.org/10.33395/remik.v6i4.11831>
- Dr., Prof. H. Edy Sutrisno, M. S. (2017). Improve the performance of human resource management. In *Kencana Prenada Media Group* (9th). Gold.
- Dr. Emron Edison, Dr. Yohny Anwar, D. I. K. (2017). *HUMAN RESOURCE MANAGEMENT* (Second). Alfabet, CV.

- Edison, Emron., Anwar, Yohny., & Komariyah, Imas. (2020). Human Resource Management (Strategies and Changes in order to Improve Employee Performance). Publisher : Alfabet. Bandung.
- Muhammad Suliztyanto, Yohny Anwar, C. R. (2023). The Influence of Work Discipline and Compensation on Work Effectiveness with Job Satisfaction as An Intervening Variable in Field Employees Authority Office Medan Region II Airport Authority. *Sinomics Journal*, 2(3), 748–757. <https://doi.org/10.23887/ijssb.v7i3.53743>
- M. Chaerul Rizky and Nurul Rafika Husna. (2023). Analysis Of Compensation And Motivation For Job Satisfaction Of Disaster Management Agency Employees Regional (BPBD) North Sumatra Province. *International Journal of Management, Economics and Accounting*, 1(2), 545–556. <https://doi.org/10.61306/ijmea.v1i2.54>
- Nasution, M. I. K., & Rizky, M. C. (2024). *The Influence of Leadership, Communication and Workload on ASN Performance with Motivation as an Intervening Variable at the Population and Civil Registration Office of Labuhan Batu Selatan Regency Population and Civil Registration of Labuhan Batu Selat Regency*. 7(September), 172–190.
- Nel, A. (2014). The Influence of Organizational Culture on Employee Performance. *Scientific Journal of Management and Business*, 14, 1. <http://journal.stainkudus.ac.id/index.php/equilibrium/article/view/1268/1127>
- Panjaitan, R. A. (2020). The Effect of Compensation And Work Discipline on The Performance of Employees of PT. Hexalab Sumatra [University of Muhammadiyah North Sumatra]. In *UMSU Repository* (Vol. 167, Issue 1). http://repository.umsu.ac.id/bitstream/handle/123456789/6295/SKRIPSI_RAJU_AFANDI_PANJAITAN.pdf?sequence=1&isAllowed=y
- Pratiwi, A., & Rizky, M. C. (2024). *Analysis of Leadership Style, Employee Engagement and Job Satisfaction on Employee Performance at PT Sarana Baja Perkasa Medan*. 7(September), 161–171.
- Prof. Dr. Marihot Manullang, Drs. Manunutun Pakpahan, M. . (2014). *Research Methodology*. Media Citation.
- Raju, P. (2020). *The Effect Of Compensation And Work Discipline on The Performance of Employees of PT. Hexalab Sumatra*. University of Muhammadiyah North Sumatra.
- Rivai, A. (2020). The Influence of Transformational Leadership and Organizational Culture on Employee Performance. *MANEGGIO: Scientific Journal of the Master of Management*, 3(2), 85–95. <https://doi.org/10.55606/jupumi.v1i1.243>
- Silaen, N. R., Syamsuriansyah, S., Chairunnisah, R., Sari, M. R., Mahriani, E., Tanjung, R., Triwardhani, D., Haerany, A., Masyrurroh, A., & Satriawan, D. G. (2021). *Employee Performance*.
- Sugiyono, P. D. (2017). *Quantitative, Qualitative, And R&D Research Methods* (P. D. Sugiyono (ed.); 25th ed.). ALPHABET, CV.
- Vivin Rosvita, Endang Setyowati¹, Z. F. (2017). The Influence of Organizational Culture on Employee Performance. *Indonesia Journal of Pharmacy*, 2(1), 36–40.

<https://doi.org/10.56473/bisma.v1i1.5>

Wahyudi, M. (2019). No Title. *Scientific Journal of Reflection : Economics, Accounting, Management and Business*, 2.