

The Influence of Leadership Style on Employee Performance through Organizational Culture at PT PLN (Persero) ULP Mattoanging

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ABSTRACT

The importance of effective human resource management has increased significantly in the face of globalization and growing competition, as employees play a central role in achieving organizational strategic goals. This study aims to find out the leadership style, organizational culture, and employee performance, as well as the influence of leadership style on employee performance, the influence of leadership style on organizational culture, the influence of organizational culture on employee performance, and the indirect influence of leadership style on employee performance through organizational culture. The study population included 97 employees of PT PLN (Persero) ULP Mattoanging, with a sample of 50 permanent and contract employees selected through purposive sampling techniques. This study used a quantitative method with a descriptive and associative approach. Data was collected through questionnaires and analyzed using SmartPLS 3.0 through outer model tests, inner models, and hypothesis tests. The results of the study showed that 1) leadership style has a significant effect on employee performance, 2) leadership style has a significant effect on organizational culture, 3) organizational culture has a significant effect on employee performance, 4) there is an indirect influence of leadership style on employee performance through organizational culture, although the direct influence is greater. Thus, organizational culture plays a role in improving employee performance, but it does not strengthen the relationship between leadership style and employee performance.

Keywords: Leadership Style, Employee Performance, Organizational Culture

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1. INTRODUCTION

Leadership is not just a position, but a strong influence in shaping the direction and performance of an organization. Tewal et al. (2017) stated that "Leadership style is a person's overall behavior pattern to influence the behavior of others in doing something." Sundari et al. (2022) added that "Leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others." From these two opinions, it can be concluded that leadership style is the way or approach that a leader uses in influencing the behavior and performance of others. Furthermore, Blake & Mouton in (Sundari et al., 2022) affirm that "A leadership style that has activities that pay great attention to both production and people is positively correlated with good organizational performance." In line with this, leadership style plays an important role in organizations because it is able to provide clear direction, encourage employees to work according to procedures, and be a major factor in improving performance, Niken et al., 2022; Silaen & Rizky, 2024; Cahyono & Wening, 2023. This view is reinforced by Riinawati (2019) who states that "The influence of leadership style on employee performance cannot be underestimated because it can determine the company's success in the long run."

Various previous studies have shown mixed results regarding the influence of leadership style on employee performance through organizational culture. Several studies have found that organizational culture plays an important role in improving employee performance, while leadership style does not always have a significant influence, Mardiani & Sepdiana, 2024; Kewa et al., 2024; Oktariza et al., 2024. On the contrary, other studies show that both have a positive and significant effect on employee performance Jufri & Marimin, 2022; Hidayatulloh & Farida, 2024; Oktaviani & Sudarso, 2024. Recent research has even added intrinsic motivation as a mediating variable that strengthens the relationship between leadership and organizational culture and employee performance (Putra et al., 2025).

A similar phenomenon occurred at PT PLN (Persero) ULP Mattoanging. The initial interview revealed three main problems: 1) the leadership has not fully considered the organization's procedures and structure in solving problems, 2) the organizational culture is not supportive because the targets set are not in accordance with field conditions, and 3) employee performance is still low in terms of independence. This condition is in line with the opinion of Noor & Juhji (2020) that employee performance is influenced by management style and organizational culture. A well-executed culture can increase employee motivation, satisfaction, and performance (Kotter & Heskett in Hartini et al., 2021), while an effective leadership style supports employee acceptance and work consistency (Makalew et al., 2021).

Most previous studies still use simple regression and have not emphasized the role of organizational culture as an intervening variable. Therefore, this study uses a path analysis approach by placing organizational culture as a mediator between leadership style and employee performance. This approach not only assesses the direct influence of leadership styles, but also examines its indirect influence through organizational culture. This is in line with Amruddin et al. (2022) who stated that "The success of implementing organizational cultural values is greatly influenced by the role of a leader in the organization". In addition, Soedjono in Simatupang et al.

(2023) stated that "Organizational culture can be a powerful resource to achieve organizational goals and improve employee performance."

Based on this description, the objectives of this study are:

- 1) to find out the influence of leadership style on employee performance at PT PLN (Persero) ULP Mattoanging
- 2) to find out the influence of leadership style on organizational culture at PT PLN (Persero) ULP Mattoanging
- 3) to find out the influence of organizational culture on employee performance at PT PLN (Persero) ULP Mattoanging
- 4) to find out the indirect influence of leadership style on performance employees through the organizational culture at PT PLN (Persero) ULP Mattoanging.

2. RESEARCH METHODS

This research was conducted at PT PLN (Persero) ULP Mattoanging with a population of 97 employees consisting of 16 permanent employees and 81 contract employees. The research sample was determined by purposive sampling technique based on certain criteria, namely permanent employees except managers as many as 15 people, and contract employees with a minimum working period of 1 year as many as 35 people, so that the total sample was 50 people. The research instrument is in the form of a close questionnaire with a Likert scale as shown in the following table.

Table 1. Likert Scale

Category	Score
Strongly agree	4
Agree	3
Disagree	2
Strongly Disagree	1

Source: Sugiyono (2019: 147)

Based on Table 1, the scale is used to measure the indicators in the research variables, so that the data obtained can be processed quantitatively to determine the influence of leadership style on employee performance through organizational culture at PT PLN (Persero) ULP Mattoanging. Then, the indicators of this study refer to Rivai and Mulyadi (in Darmi & Iqbal, 2022) for leadership style variables, Robbins (2016) for employee performance variables, and Riinawati (2019) for organizational culture variables. Based on these indicators, the conceptual framework of the research is shown in the following figure.

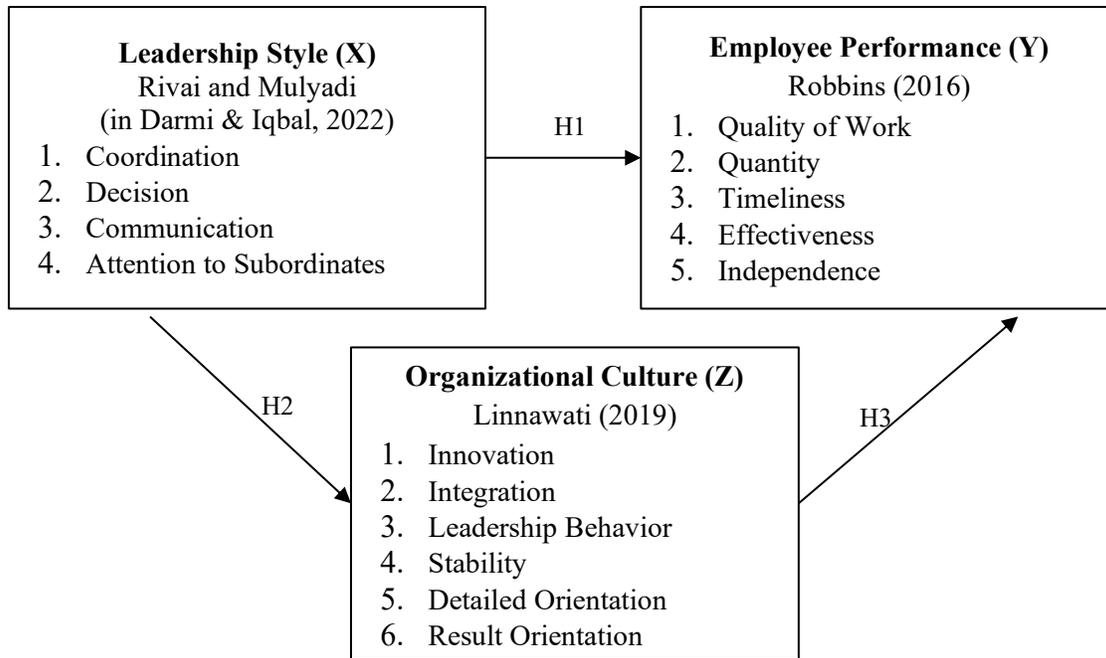


Figure 1. Conceptual Framework

The type of research used is quantitative research with an associative approach, which aims to determine the influence of leadership style on employee performance through organizational culture. The collected data was analyzed using descriptive and inferential statistics with SmartPLS 3.0 software. The data quality test (outer model) includes a validity test (convergent validity) and a reliability test (composite reliability) following the guidelines by Hair et al. (2017). Furthermore, the structural model (inner model) is analyzed using the R Square value and path analysis to see the relationships between variables. Hypothesis testing was carried out based on the results of path coefficients, which indicated both direct and indirect influences within the research model. The testing process was conducted using 5,000 bootstrapping resamples in SmartPLS 3.0 to determine the statistical significance of each path coefficient.

3. RESULT AND DISCUSSION

3.1 Result

3.1.1 Respondent Profile

The characteristics of the respondents included in this study were based on age, gender, last education and working period. This study clarifies the characteristics of the respondents by presenting a table about the respondents as follows.

Table 2. Respondent Profile

Category	Frequency	Percentage (%)
Age		
20 - 25	7	14

26 - 30	18	36
31 - 35	13	26
36 - 40	5	10
> 41	7	14
Gender		
Man	44	88
Woman	6	12
Last Education		
High School Equivalent	33	66
D3	2	4
S1	14	28
S2	1	2
Working Period		
1 - 5	17	34
6 - 10	17	34
11 - 15	11	22
16 - 20	1	2
> 20	4	8

Source: Primary data that has been processed, 2025

Based on Table 2 above, the respondent profile can be described as follows.

1) Age

The age range of employees of PT PLN (Persero) ULP Mattoanging is the most in this study is 26-30 years. The distribution of respondents based on age was 7 respondents (14%), 18 respondents (36%) for 26-30 years old, 13 respondents (26%), 5 respondents (10%) for 36 years old 36 – 40 years old (10%), and 7 respondents (14%) for > 41 years old (14%). In this age range, employees are in a productive working period, have high work morale, and tend to be more adaptable to the company's work rules and culture.

2) Gender

Male respondents dominated the study, with a total of 44 people (88%), while female respondents were 6 people (12%). This is in accordance with the conditions in the company, where most of the tasks are technical and are more filled by male workers.

3) Last Education

The last education that the most respondents in this study was high school equivalent, which was 33 people (66%), D3 as many as 2 people (4%), S1 as many as 14 people (28%), and S2 as many as 1 person (2%). This is because the need for labour in the technical field is mostly met by secondary education graduates, so high school graduates are considered qualified for the position.

4) Working Period

The most respondents' working period in the study was in the range of 1-10 years, with a fairly even distribution in two categories, namely 1-5 years and 6-10 years each of 17 people (34%), 11-15 years of service as many as 11 people (22%), 16-20 years of service as many as 1 person (2%), and > 20 years of service as many as 4 people (8%). This is because employees with this working period are the largest group who are in the active working period and contribute to the company's operations.

3.1.2 Analysis of Respondent Responses

The results of the analysis of respondents' responses aim to provide an overview of the variables studied, as will be explained in the following description to clarify the understanding of the research object.

Table 3. Respondent Response Results to All Variables

Yes	Variable	Indicators	Average Score
1	Leadership Style	Coordination	3,33
		Decision	3,27
		Communication	3,39
		Attention to Subordinates	3,19
		Overall Average Leadership Style Indicator	3,29
2	Organizational Culture	Innovation	3,10
		Integration	3,21
		Leadership Behavior	3,25
		Stability	3,28
		Detailed Orientation	3,28
		Result Orientation	3,21
		Average Overall Organizational Culture Indicators	3,22
3	Employee Performance	Quality of Work	3,31
		Quantity	3,29
		Timeliness	3,33
		Effectiveness	3,26
		Independence	3,22
		Average Overall Employee Performance Indicators	3,28

Source: Primary data that has been processed, 2025

Based on Table 3, it can be seen that the results of respondents' responses to leadership style indicators in employees of PT PLN (Persero) ULP Mattoanging show the highest score in communication (3.39) and the lowest score in attention to subordinates (3.19). The average score of 3.29 is in the range of 3.26–4.00, which indicates that the leadership style is very good. This means that the leadership style applied by the leader has gone very well because he is able to carry out his role effectively in coordinating the team, making decisions, communicating, and paying attention to subordinates.

Furthermore, the results of respondents' responses to organizational culture indicators showed the highest scores on stability and detail orientation (3.28) and the lowest scores on innovation (3.10). The average score of 3.22 is in the range of 2.51–3.25, which indicates that the organizational culture is relatively good. This means that most employees have implemented the organization's values well, reflected in attitudes and actions when carrying out tasks.

Finally, the results of respondents' responses to employee performance indicators showed the highest score on punctuality (3.33) and the lowest score on independence (3.22). The average score of 3.28 is in the range of 3.26 – 4.00, which indicates that the employee's performance is very good. This means that employees have been able to show excellent performance in carrying out their duties and responsibilities.

3.1.3 Outer Model Analysis

1) Validity Test

External model *analysis* or measurement tests aim to assess the quality of research data. Evaluation is carried out through convergent validity and composite reliability to ensure that the indicators are valid and reliable, so that the construct is feasible to use in the path model. Further explanations are presented below.

a) Leadership Style

The results of the Convergent Validity test for the leadership style variable can be seen in the following table.

Table 4. Loading Factor on Leadership Style Variable (X)

Variable	Indicators	Loading Factor Value	Threshold Values	Information
Leadership Style (X)	X1	0.812	0.70	Valid
	X2	0.787	0.70	Valid
	X3	0.780	0.70	Valid
	X4	0.841	0.70	Valid
	X5	0.808	0.70	Valid
	X6	0.849	0.70	Valid
	X7	0.821	0.70	Valid
	X8	0.822	0.70	Valid
	X9	0.785	0.70	Valid
	X10	0.834	0.70	Valid
	X11	0.757	0.70	Valid
	X12	0.778	0.70	Valid

Source: Primary data processed SmartPLS 3.0, 2025

Based on Table 4, all loading factor values of the leadership style variable indicator are above 0.70, so that all indicators meet the convergent validity criteria and the instrument is declared valid.

b) Employee Performance

The results of the Convergent Validity test for employee performance variables can be seen in the following table.

Table 5. Loading Factor in Employee Performance Variables (Y)

Variable	Indicators	Loading Factor Value	Threshold Values	Information
Employee Performance (Y)	Y1	0.813	0.70	Valid
	Y2	0.865	0.70	Valid
	Y3	0.814	0.70	Valid
	Y4	0.847	0.70	Valid
	Y5	0.754	0.70	Valid
	Y6	0.836	0.70	Valid
	Y7	0.776	0.70	Valid
	Y8	0.810	0.70	Valid
	Y9	0.838	0.70	Valid
	Y10	0.798	0.70	Valid
	Y11	0.790	0.70	Valid
	Y12	0.805	0.70	Valid
	Y13	0.731	0.70	Valid
	Y14	0.741	0.70	Valid
	Y15	0.765	0.70	Valid

Source: Primary data processed SmartPLS 3.0, 2025

Based on Table 5, the entire loading factor value of the employee performance variable indicator is above 0.70, so that all indicators meet the convergent validity criteria and the instrument is declared valid.

c) Organizational Culture

The results of the Convergent Validity test for organizational culture variables can be seen in the following table.

Table 6. Loading Factor on Organizational Culture Variable (Z)

Variable	Indicators	Loading Factor Value	Threshold Values	Information
Organizational Culture (Z)	Z1	0.845	0.70	Valid
	Z2	0.812	0.70	Valid
	Z3	0.765	0.70	Valid
	Z4	0.850	0.70	Valid
	Z5	0.765	0.70	Valid
	Z6	0.806	0.70	Valid
	Z7	0.859	0.70	Valid
	Z8	0.878	0.70	Valid
	Z9	0.851	0.70	Valid
	Z10	0.853	0.70	Valid
	Z11	0.862	0.70	Valid
	Z12	0.889	0.70	Valid
	Z13	0.892	0.70	Valid
	Z14	0.832	0.70	Valid

Z15	0.854	0.70	Valid
Z16	0.850	0.70	Valid
Z17	0.842	0.70	Valid
Z18	0.861	0.70	Valid

Source: Primary data processed SmartPLS 3.0, 2025

Based on Table 6, the entire loading factor value of the organizational culture variable indicator is above 0.70, so that all indicators meet the convergent validity criteria and the instrument is declared valid.

2) Reliability Test

The reliability test uses Composite Reliability to assess the internal consistency of indicators in a single construct. A > value of 0.70 indicates reliability, as the indicator consistently measures the same concept. The following are the test results.

Table 7. Composite Reliability

Variable	Composite Reliability	Information
Leadership Style (X)	0.957	Reliable
Organizational Culture (Z)	0.978	Reliable
Employee Performance (Y)	0.964	Reliable

Source: Primary data processed SmartPLS 3.0, 2025

Based on Table 7, it can be seen that all variables have a Composite Reliability value above 0.70, which means that this research instrument has met the requirements for good internal consistency. This indicates that the indicators in each construct work consistently in representing the variables being measured.

Thus, it can be concluded that all constructs in the model have met the Composite Reliability measurement criteria.

3.1.4 Inner Model Analysis

One of the indicators used in this analysis is the R-Square value, which measures how much independent variables are able to explain the variation of dependent variables in the research model. The value of R square can be seen in the following table.

Table 8. R Square Value

	R Square	R Square Adjusted
Organizational Culture (Z)	0.516	0.505
Employee Performance (Y)	0.669	0.655

Source: Primary data processed SmartPLS 3.0, 2025

Based on Table 8, the R Square value for the organizational culture variable is 0.516 and employee performance is 0.669, both in the moderate category ($0.50 \leq R^2 < 0.75$). This shows that

leadership style is able to explain 51.6% of organizational culture variations, and leadership style along with organizational culture is able to explain 66.9% of employee performance variations. Thus, leadership style has a strong role in influencing organizational culture and employee performance.

3.1.5 Structural Equation Model Analysis

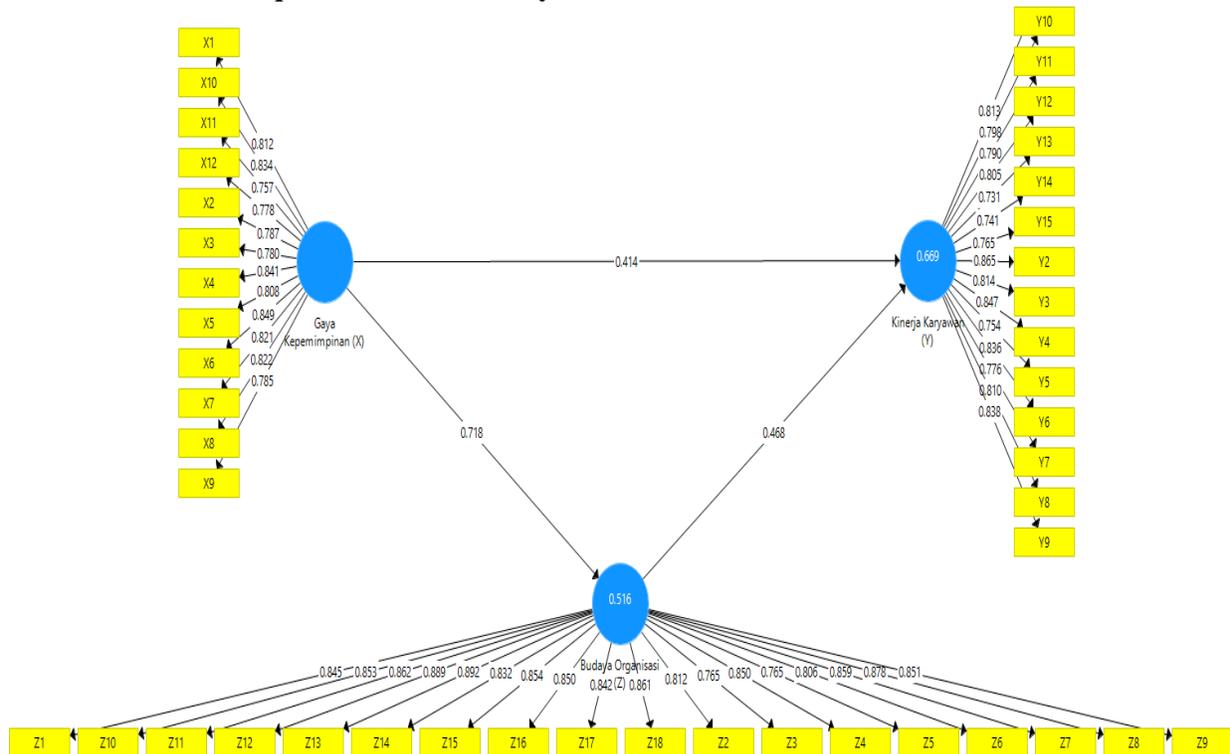


Figure 2. PLS Algorithm Model

Based on the analysis model above, the following results were obtained.

1) Direct effect

Leadership style (X) has a direct effect on employee performance (Y) with a coefficient of 0.414. In addition, leadership style (X) also has a direct effect on organizational culture (Z) with a coefficient of 0.718. Furthermore, organizational culture (Z) has a direct effect on employee performance (Y) with a coefficient of 0.468.

2) Indirect effect

The indirect influence of leadership style on employee performance through organizational culture is $0.718 \times 0.468 = 0.336$. This value shows that organizational culture does play a role as a mediating variable, but its presence causes the influence of leadership style on employee performance to be smaller than its direct influence. This can be seen from the magnitude of the direct influence, which is 0.414, which is greater than the indirect influence, which is 0.336. Thus, it can be concluded that a stronger leadership style influences employee performance directly without going through the organizational culture.

3) Total effect

The total influence of leadership style on employee performance, either directly or through organizational culture, is $0.414 + 0.336 = 0.750$. This means that leadership style makes a huge contribution to improving employee performance, both directly and through organizational culture.

3.1.6 Hypothesis Test

Table 9. Result path coefficients

No.	Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	t statistics (O/STDEV)	p values	Ket
1	Leadership Style (X) → Employee Performance (Y)	0.468	0.446	0.203	2.307	0.021	Sig
2	Leadership Style (X) → Organizational Culture (Z)	0.718	0.727	0.085	8.420	0.000	Sig
3	Organizational Culture (Z) → Employee Performance (Y)	0.414	0.440	0.200	2.074	0.039	Sig
4	Leadership Style (X) → Organizational Culture (Z) → Employee Performance (Y)	0.336	0.316	0.142	2.374	0.018	Sig

Source: Primary data processed SmartPLS 3.0, 2025

Based on the test results in Table 9, all relationships between variables were declared significant because the p-value was < 0.05 and the t-statistic > 1.96 . This shows that leadership style has a significant effect on employee performance, leadership style has a significant effect on organizational culture, organizational culture has a significant effect on employee performance, and there is an indirect influence of leadership style on employee performance through organizational culture.

3.2 Discussion

3.2.1 The influence of leadership style on employee performance at PT PLN (Persero) ULP Mattoanging

Leadership style has a significant effect on employee performance at PT PLN (Persero) ULP Mattoanging, as shown by the results of the analysis which shows that H_1 is accepted. This means that the better the leadership style, the higher the level of performance achieved by employees.

This reflects the strategic role of leadership in creating a work environment that encourages improved performance quality. The leadership style applied tends to be participatory, where leaders build two-way communication, are open to suggestions, and provide clear directions, so as to help shape the work spirit of employees in carrying out their responsibilities. This is reflected in the

employee's responses that show acceptance of the leadership approach carried out, especially in the aspects of coordination, decision-making, communication, and attention to subordinates.

Facts on the ground show that leaders consistently implement open communication as part of their leadership style, which has a direct impact on performance improvement. For example, employees are given the flexibility to discuss directly with leaders regarding technical obstacles in the field without having to wait for a formal meeting. This speeds up decision-making and smoothens the implementation of daily tasks.

This condition is in line with the performance achievements of employees who are at the expected level. This means that leadership style is one of the important factors in supporting the success of employees in achieving the work targets that have been set by the organization. The results of this study are consistent with research conducted by Oktaviani & Aden (2024); Alfredo et al (2024); Dewi & Rudi (2020) which states that leadership style has a positive and significant influence on employee performance.

3.2.2 The influence of leadership style on organizational culture at PT PLN (Persero) ULP Mattoanging

Leadership style has a significant effect on the organizational culture at PT PLN (Persero) ULP Mattoanging, as shown by the results of the analysis which show that H₂ is accepted. This means that the better the leadership style applied by the leader, the better the organizational culture that is formed in the work environment.

Based on employee feedback, leadership carried out by leaders encourages the growth of organizational values which are reflected in various aspects, such as the encouragement to innovate in completing tasks, the building of integrated cooperation between employees, and the consistency of leadership behavior that is a role model in work. This participatory leadership approach directly strengthens the work culture that is in line with PLN's core values, especially collaborative, adaptive, and loyal values.

Facts on the ground show that leaders actively build a work culture through direct support for employees. One example is the involvement of leaders in the work process, such as directly supervising field work when there is a power grid disruption. This action reflects an example that instills the values of responsibility, togetherness, and loyalty to duty among employees.

These actions are a tangible manifestation of a leadership style that contributes to strengthening organizational cultural values in the work environment. This consistently applied leadership style has been proven to shape and strengthen an adaptive organizational culture at PT PLN (Persero) ULP Mattoanging. The results of this study are in line with the research conducted by Putra et al (2025); Ridwan (2024) which shows that leadership style has a positive and significant effect on organizational culture.

3.2.3 The influence of organizational culture on employee performance at PT PLN (Persero) ULP Mattoanging

Organizational culture has a significant effect on employee performance, as shown by the results of the analysis stating that H_3 is acceptable. This means that the better the organizational culture that is built and carried out in daily activities, the higher the incentive for employees to show performance in accordance with the company's expectations and standards.

A good organizational culture is able to form consistent work behavior, create a sense of responsibility in completing tasks, and encourage employees to work more purposefully and in accordance with the values that apply in the organization, including the implementation of PLN AKHLAK's core values. In a work environment supported by a clear organizational culture, employees tend to understand expectations, show loyalty, and have a high commitment to achieving targets. This contributes to improving performance aspects such as the quality of work results, timeliness of task completion, effectiveness of resource use, and independence at work.

Facts in the field show that organizational culture has become part of the work routine at PT PLN (Persero) ULP Mattoanging. Values such as responsibility and cooperation are evident in the timely execution of tasks. For example, when there is an outage due to a network outage, the technical team immediately coordinates and moves quickly to deal with it. This action reflects a shared awareness of service responsibilities, while demonstrating the application of trust values in maintaining customer trust, competent in handling disruptions appropriately, collaborative in working together across teams, and adaptive in responding to urgent situations in the field.

Thus, organizational culture not only serves as a guideline for work behavior, but also serves as an important foundation in supporting the achievement of employee performance that is aligned with organizational goals. The results of this study are supported by research conducted by Amaral et al (2023); Teresia et al (2024); Azzahra et al (2023); Melfin (2025) which shows that organizational culture has a significant effect on employee performance. The right organizational culture can improve employee performance, as it forms a conducive work atmosphere.

3.2.4 The indirect influence of leadership style on employee performance through organizational culture at PT PLN (Persero) ULP Mattoanging

Leadership style has a significant effect on employee performance through organizational culture at PT PLN (Persero) ULP Mattoanging, as shown by the results of the analysis that show that H_4 is accepted. The better the leadership style that is carried out, the better the organizational culture that is formed, and the higher the performance that can be achieved by employees. This means that the leadership style applied by the leader not only has a direct impact on performance achievement, but also strengthens the values and work habits that shape the organizational culture.

In this case, organizational culture acts as a mediator that connects leadership style with employee performance. When leaders are able to create a work environment that instills organizational values, encourages active participation, and provides clear direction, a solid work culture is formed.

Facts on the ground show that leaders consistently practice open communication and engage directly in the work process, which not only increases closeness with employees, but also establishes a conducive and responsible work culture. Employees are given the space to convey technical issues directly without having to wait for a formal meeting, which reflects an integrated organizational culture and facilitates work coordination. This kind of culture indirectly encourages the improvement of employee performance.

However, the results of the analysis show that the value of the direct influence of leadership style on employee performance is greater than the indirect influence through organizational culture. This indicates that even though organizational culture acts as a mediator, employee performance can still reach a better level if leaders apply an effective leadership style. The success of leaders does not only depend on direct relationships with employees, but also on their ability to form a work culture that reflects PLN's core values, namely AKHLAK, so as to support the achievement of maximum and targeted performance.

The results of this study are consistent with research conducted by Oktariza et al (2024); Rachman et al (2024); Mochklas (2022); Sumantri & Herni (2025) which shows that leadership style and organizational culture affect employee performance. The difference lies in the pattern of influence being tested. In the research of Oktariza et al (2024), leadership style does not have a direct effect on employee performance, but only through organizational culture so that indirect influence is more dominant. Meanwhile, in this study, the direct influence of leadership style on employee performance was greater than the indirect influence through organizational culture. Thus, organizational culture does play a role, but it does not strengthen the relationship between leadership style and employee performance.

4. CONCLUSION

Based on the results of the research at PT PLN (Persero) ULP Mattoanging, it can be concluded that leadership style has a significant effect on employee performance, leadership style also significantly influences organizational culture, and organizational culture has a significant effect on employee performance. In addition, leadership style has an indirect effect on performance through organizational culture, although the direct effect is stronger. This shows that while organizational culture does play a role, it does not strengthen the relationship between leadership style and employee performance.

In line with these findings, it is recommended that the leadership of PT PLN (Persero) ULP Mattoanging continue to maintain and improve leadership quality, for example by giving consistent appreciation, encouraging employee participation through internal forums, and setting clear work targets and guidelines. These efforts are expected to strengthen organizational culture and sustainably improve employee performance.

This study has several limitations, both theoretical and practical. Theoretically, it only examines three main variables and does not consider other potential influencing factors. Practically, the findings are limited to one unit of PT PLN (Persero) ULP Mattoanging, so the

results may not be fully generalizable to other units or organizations without considering their specific contexts.

For future researchers, it is suggested to include other variables that may influence employee performance, such as work motivation, work discipline, job satisfaction, and training, to gain a more comprehensive understanding of the factors affecting employee performance.

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