Equivalent : Journal Of Economic, Accounting and Management
Vol. 4, No. 1, 2026, 1088-1103
Publisher: CV. Doki Course and Training
E-ISSN: 2985-8089 | P-ISSN: 2986-8777

THE INFLUENCE OF THE IMPLEMENTATION OF INFORMATION TECHNOLOGY AND ORGANIZATIONAL CULTURE ON EMPLOYEE WORK MOTIVATION THROUGH LEADERSHIP STYLE AT PT PLN (PERSERO) NORTH SUMATRA UID

Boy Rocky .S [1)], Elfitra Desi [2)], Kiki Farida Ferine[3)]
[1,2,3]Universitas Pembangunan Panca Budi, Medan, North Sumatera
Corresponding email: *rocky.mgt03@gmail.com*,
Author email : elfitradesi@dosen.pancabudi.ac.id, *kikifaridaferinesyarif@ymail.com*

ARTICLE INFO

Article History
Submission : 08/05/2026
Received : 08/05/2026
Revised : 15/05/2026
Accepted : 18/05/2026

Keywords
Information Technology
Organizational Culture
Leadership Style
Work Motivation

ABSTRACT

This study focuses on examining how information technology implementation and organizational culture affect employee work motivation, with an emphasis on leadership style at PT PLN (Persero) UID North Sumatra. A quantitative approach was adopted for this study, where data were collected through questionnaires. This study involved a sample of 100 employees, selected through a census method. Data analysis used Structural Equation Modeling based on Partial Least Squares (SEM-PLS). The results showed that information technology implementation and organizational culture had a positive and significant effect on leadership style. Furthermore, organizational culture and leadership style also had a positive and significant effect on employee work motivation. On the other hand, information technology implementation did not have a direct effect on work motivation. However, leadership style was found to act as a mediator between the impact of information technology implementation and organizational culture on employee work motivation. Therefore, it can be concluded that leadership style is very important in improving employee work motivation by utilizing information technology and cultivating a positive organizational culture.

Introduction

In today's rapidly changing digital world, the use of information technology has become crucial for all organizations, including public service entities such as PT PLN (Persero). As a state-owned company responsible for the national electricity supply, PT PLN (Persero) consistently strives to improve its effectiveness and efficiency by integrating information technology into all areas of its operations. More specifically, in PT PLN (Persero) UID North Sumatra, information technology is crucial for facilitating customer service tasks, managing data, overseeing billing processes, and reporting performance. The effective use of information technology not only improves service quality but also increases employee motivation. With a faster, more precise, and efficient work system, employees can perform their jobs more comfortably and productively.

However, not every employee can quickly adapt to the changes brought about by this technology-based system. Variations in digital skills, resistance to change, and inadequate training can be barriers that affect employee motivation within the company.

In addition to factors related to information technology, organizational culture also significantly influences employee motivation. A strong organizational culture, embodying values such as integrity, professionalism, innovation, and excellent service, as promoted by PT PLN (Persero), fosters a positive work environment and boosts employee morale. Conversely, if organizational culture is poorly implemented, employees can lose direction and enthusiasm in their roles. Consequently, strengthening organizational culture is crucial for fostering positive work habits and motivation. However, successful information technology integration and strengthening organizational culture are inseparable from the leadership style present within the organization. Leadership style serves as a crucial link connecting the influence of these factors on employee motivation. Leaders who excel at motivating, communicating, and facilitating can more effectively encourage employees to adapt to change, embrace digital systems, and embody organizational values in their daily tasks. Conversely, an authoritarian leadership approach, one that lacks communication, or one that discourages participation can lower employee morale.

A high level of work motivation is crucial for optimal organizational performance. Highly motivated employees demonstrate increased loyalty, commitment, and productivity. In the case of PT PLN (Persero) UID North Sumatra, high work motivation can result in better customer service quality, increased operational efficiency, and successful achievement of company goals. Therefore, recognizing factors that influence work motivation, including the use of information technology, the impact of organizational culture, and types of leadership styles, is crucial for the development of human resource management at PLN. In this regard, this study was conducted to examine the influence of information technology use and organizational culture on employee work motivation through leadership styles in PT PLN (Persero) UID North Sumatra. The purpose of this study is to provide scientific and practical insights to improve employee work motivation and performance by integrating aspects of technology, culture, and leadership within the organizational environment.

Formulation of the problem

Based on the information provided, the research questions are as follows:

1. Does Information technology implementation have a positive and significant effect on Employee work motivation in PT PLN (Persero) UID North Sumatra?
2. Does Organizational culture have a positive and significant effect on Employee work motivation in PT PLN (Persero) UID North Sumatra?
3. Does Information technology implementation have a positive and significant effect on Leadership style in PT PLN (Persero) UID North Sumatra?
4. Does Organizational culture have a positive and significant effect on Leadership style in PT PLN (Persero) UID North Sumatra?
5. Does Leadership style have a positive and significant effect on Employee work motivation in PT PLN (Persero) UID North Sumatra?
6. Does Information technology implementation have a positive and significant effect on Employee work motivation through Leadership style in PT PLN (Persero) UID North Sumatra?

Equivalent : Journal Of Economic, Accounting and Management
Vol. 4, No. 1, 2026, 1088-1102

7. Does Organizational culture have a positive and significant effect on Employee work motivation through Leadership style in PT PLN (Persero) UID North Sumatra?

Research Objective

The objectives of this research are:

1. To test and analyze the effect of Information technology implementation on Employee work motivation in PT PLN (Persero) UID North Sumatra.
2. To test and analyze the effect of Organizational culture on Employee work motivation in PT PLN (Persero) UID North Sumatra.
3. To test and analyze the effect of Information technology implementation on Leadership style in PT PLN (Persero) UID North Sumatra.
4. To test and analyze the effect of Organizational culture on Leadership style in PT PLN (Persero) UID North Sumatra.
5. To test and analyze the effect of Leadership style on Employee work motivation in PT PLN (Persero) UID North Sumatra.
6. To test and analyze the effect of Information technology implementation on Employee work motivation through Leadership style in PT PLN (Persero) UID North Sumatra.
7. To test and analyze the effect of Organizational culture on Employee work motivation through Leadership style in of PT PLN (Persero) UID North Sumatra.

Benefits of research

1. Theoretical Benefits

This study aims to offer the following theoretical advantages:

1. Expand and enhance the knowledge base, particularly in the human resource management sector, with a focus on how the application of information technology and organizational culture influence employee motivation, with leadership style acting as a mediator.
2. To be a guide for researchers who are interested in exploring the relationship between information technology, organizational culture, leadership style, and work motivation in the realm of public institutions or government-owned companies.
3. Strengthen the theoretical basis and conceptual framework regarding how leadership mediates the influence of organizational elements on employee motivation levels.

2. Practical Benefits

From a practical perspective, the results of this study are expected to provide the following benefits:

1. For the management team at PT PLN (Persero) UID North Sumatra, these findings can be a reference in decision making to design strategies to increase employee motivation by maximizing the use of information technology, improving organizational culture, and implementing an effective leadership style.
2. For leaders in the Trading and Customer Management Division, this research can provide a foundation for adopting a more adaptive and communicative leadership style that can improve employee morale amidst the changes in service digitalization.

3. For employees at PT PLN (Persero), this research can provide insight into the importance of synergy between technology, organizational culture, and leadership in fostering a productive and motivated work atmosphere.
4. For decision makers at the corporate level, the findings of this study can serve as input for developing HR policies that focus on digital transformation and a strong organizational culture.
5. For academics and researchers, this study can be a valuable empirical reference for future investigations on the factors influencing work motivation in contemporary organizations.

Work Motivation

According to Hasibuan (2016) Work motivation is the provision of driving force that creates a person's work spirit to be willing to cooperate, work effectively, and integrate with all efforts to achieve satisfaction and organizational goals. According to Robbins and Coulter (2016) work motivation is a series of internal and external drives that generate enthusiasm and persistence of a person to achieve predetermined work goals.

Work Motivation Indicators

Indicators according to Hasibuan (2016) are as follows:
1. Need for achievement.
2. Need for recognition.
3. Need for responsibility.
4. Need for career advancement.
5. Satisfaction with work results.

Information Technology Implementation

According to Jogiyanto (2016) Information technology implementation is the process of using computer-based systems in organizational activities to increase operational efficiency, productivity, and service quality to internal and external users. According to Sutabri (2016) Information technology is a set of tools and methods used to collect, process, store, and disseminate information to support decision-making processes and increase work effectiveness in organizations.

Information Technology Indicators

Indicators according to Sutabri (2016) are as follows:
1. Technology suitability to work needs.
2. Ease of access and system use.
3. Speed and accuracy in data processing.
4. Security and reliability of information systems.
5. Technology support for improving employee performance.

Organizational Culture

According to Luthans (2016) Organizational culture is a set of basic assumptions, values, and beliefs developed in an organization as a guide for members in thinking, acting, and interacting to achieve common goals. According to Robbins and Judge (2016)

Equivalent : Journal Of Economic, Accounting and Management
Vol. 4, No. 1, 2026, 1088-1102

Organizational culture is a system of shared meaning held by members of an organization that distinguishes that organization from others, encompassing values, norms, beliefs, and ways of acting that guide member behavior.

Organizational Culture Indicators

Indicators according to Robbins & Judge (2016) are as follows:

1. Innovation and risk-taking.
2. Attention to detail.
3. Outcome orientation.
4. People orientation.
5. Team orientation.
6. Stability and consistency of values.

Leadership Style

According to Daft (2016) Leadership style is the approach and manner used by a leader in directing, motivating, and controlling organization members to achieve optimal work results. According to Yukl (2016) Leadership style is a consistent pattern of behavior shown by a leader when influencing subordinates to achieve organizational goals.

Leadership Style Indicators

Indicators according to Yukl (2016) are as follows:

1. Ability to communicate with subordinates.
2. Ability to provide motivation and direction.
3. Participative decision-making.
4. Ability to set an example.
5. Provision of feedback and recognition for work results.

Conceptual Framework

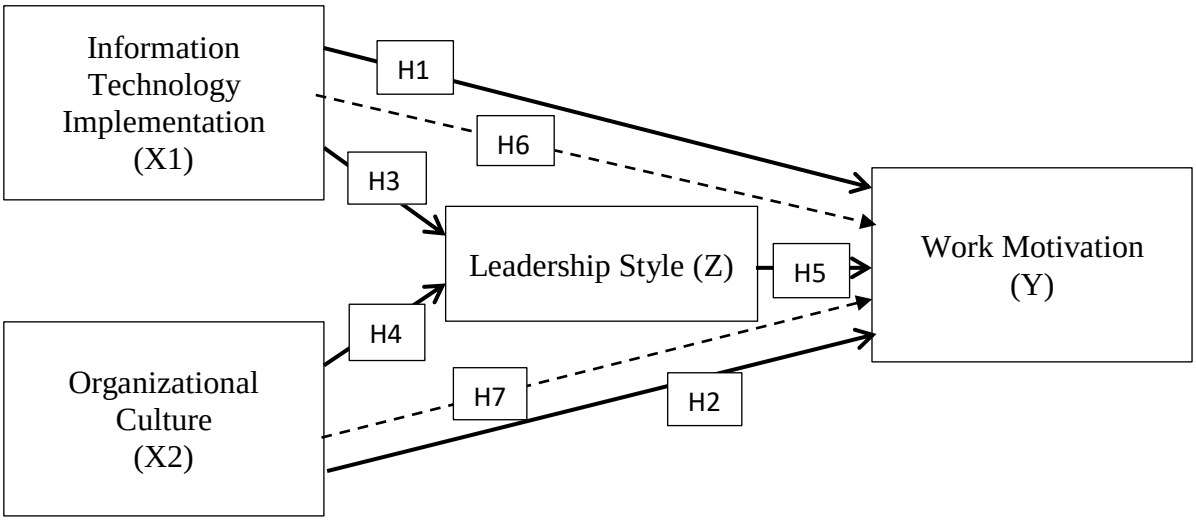

Figure I Conceptual Framework

Research Hypotheses

H1 Information technology implementation has a positive and significant effect on Employee work motivation in PT PLN (Persero) UID North Sumatra.
H2 Organizational culture has a positive and significant effect on Employee work motivation in PT PLN (Persero) UID North Sumatra.
H3 Information technology implementation has a positive and significant effect on Leadership style in PT PLN (Persero) UID North Sumatra.
H4 Organizational culture has a positive and significant effect on Leadership style in PT PLN (Persero) UID North Sumatra.
H5 Leadership style has a positive and significant effect on Employee work motivation in PT PLN (Persero) UID North Sumatra.
H6 Information technology implementation has a positive and significant effect on Employee work motivation through Leadership style in PT PLN (Persero) UID North Sumatra.
H7 Organizational culture has a positive and significant effect on Employee work motivation through Leadership style in PT PLN (Persero) UID North Sumatra.

Research Methodology

Research Type

According to Sugiyono (2016), quantitative research is research based on positivism philosophy, used to study specific populations or samples, data collection uses research instruments, data analysis is quantitative or statistical, with the aim of testing predetermined hypotheses.

Research Location and Time

This research was conducted at the Commercial and Customer Management Division of PT PLN (Persero) Main Distribution Unit North Sumatra, located in Medan, precisely at Jl. KL. Yos Sudarso No.284, Glugur Kota, Kecamatan. Medan Barat Kota Medan, North Sumatra 20238 (PLN UID North Sumatra Office). The research time was carried out during October to December 2025.

Research Population and Sample

According to Sugiyono (2016), population is the generalization area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions are drawn. The population in this study were all employees working in the Commercial and Customer Management Division of PT PLN (Persero) UID North Sumatra, totaling 100 employees.

According to Sugiyono (2016), a sample is a part of the number and characteristics possessed by the population. The population used was 100 employees using a saturated sampling technique.

Data Types and Sources

According to Sugiyono (2016), data sources include: Primary data, collected directly from respondents through surveys. Secondary data, sourced from documents, annual

Equivalent : Journal Of Economic, Accounting and Management
Vol. 4, No. 1, 2026, 1088-1102

reports, and relevant literature related to the research. This study primarily uses primary data to measure employee perceptions regarding the research variables.

Data collection technique

Data collection methods are carried out through: Surveys. As stated by Sugiyono (2016), a survey is a data collection method that requires giving a series of written questions or statements to participants to answer.

This instrument was designed based on indicators for each research variable using a Likert scale of 1–5, ranging from "Strongly Disagree" (1) to "Strongly Agree" (5). Documentation research involved collecting secondary data from business reports, organizational frameworks, and relevant literature.

Operational Definition of Variables

As stated by Sugiyono (2016), an operational definition refers to a practical explanation of a variable, allowing researchers to assess it. This definition helps researchers clarify how each variable in a study is evaluated using observable and numerically assessed indicators.

Table 1 Operational Definition of Variables

Variables	Definition	Indicator
Work motivation (Y)	According to Robbins and Coulter (2016) , work motivation is a series of internal and external drives that give rise to a person's enthusiasm and persistence in achieving predetermined work goals.	1. Need for achievement. 2. Need for recognition. 3. Need for responsibility. 4. Need for career advancement. 5. Satisfaction with work results. Robbins and Coulter (2016)
Application of Information Technology (X_1)	According to Sutabri (2016) , information technology is a set of tools and methods used to collect, process, store and disseminate information to support the decision-making process and increase work effectiveness in an organization.	1. Suitability of technology to job requirements. 2. Ease of system access and use. 3. Speed and accuracy in data processing. 4. Security and reliability of information systems. 5. Technological support for improving employee performance. Sutabri (2016)
Organizational culture	According to Robbins and Judge (2016) ,	1. Innovation and risk taking.

(X_2)	organizational culture is a system of shared meaning held by members of an organization that distinguishes the organization from other organizations, including values, norms, beliefs, and ways of acting that guide member behavior.	2. Attention to detail. 3. Results orientation. 4. People orientation. 5. Team orientation. 6. Stability and consistency of values. Robbins and Judge (2016) ,
Leadership Style (Z)	According to Yukl (2016) , leadership style is a consistent pattern of behavior shown by a leader when influencing his subordinates to achieve organizational goals.	1. Ability to communicate with subordinates. 2. Ability to provide motivation and direction. 3. Participatory decision making. 4. Ability to set an example and be a role model. 5. Providing feedback and appreciation for work results Yukl (2016)

Data Analysis Techniques

According to Ghozali and Latan (2016), SmartPLS is a software tool used to estimate Structural Equation Modeling (SEM) models based on components or variance. This approach is used to examine causal relationships between latent constructs, both directly and indirectly, by evaluating the outer model (measurement model) and the inner model (structural model).

Evaluation of Measurement Model (Outer Model)

The first step in SmartPLS analysis involves evaluating the measurement model. The purpose of a measurement model is to measure how well the indicators reflect the latent constructs they represent. This evaluation is conducted through various tests, including:

a. Convergent Validity Test, which verifies that indicators within a construct are closely related to each other. An indicator is considered valid if the factor loading exceeds 0.70, and the Average Variance Extracted (AVE) exceeds 0.50.
b. Discriminant Validity Test, which aims to determine whether a construct can be distinguished from other constructs. This evaluation can be done by comparing the

Equivalent : Journal Of Economic, Accounting and Management
Vol. 4, No. 1, 2026, 1088-1102

square root of the AVE with the correlation between constructs or by examining the cross-loading value.

c. Construct Reliability Test, which assesses the internal consistency of indicators. Reliability can be measured using Composite Reliability and Cronbach's Alpha values, with a desired score above 0.70.

Structural Model Evaluation

Once the measurement model meets validity and reliability standards, the next phase is to assess the structural model. This model investigates the relationships between the latent constructs in the study. The assessment is conducted through a series of steps as follows:

a. Coefficient of Determination (R^2) test, which describes how well the independent variables can explain the dependent variable. A higher R^2 indicates a stronger predictive capacity of the model.
b. Path Coefficient Test, which evaluates the strength and direction of the relationship between constructs in the model.
c. Predictive Relevance Test (Q^2), aims to determine how effectively the model can predict endogenous variables. A Q^2 value greater than zero indicates the model has good predictive ability.
d. Goodness of Fit (GoF) serves as a comprehensive measure of the overall adequacy of a model.

Path Significance Testing (Bootstrapping)

The final phase of SmartPLS analysis involves bootstrapping, a method for assessing the significance of relationships between latent variables. This approach produces t-statistics and p-values that help decide whether to accept or reject the proposed hypothesis. A t-statistic above 1.96 indicates a significant relationship at the 95% confidence level, while a p-value less than 0.05 indicates a significant influence between the latent constructs.

Results and Discussion

Analisis Outer Model

Convergent Validity

Measurement model testing (the external model) is conducted to identify specific relationships between latent variables and observed variables. This testing consists of evaluating convergent validity, discriminant validity, and reliability.

Convergent Validity

This assessment examines the factor loadings, which have a maximum acceptable value of 0.7, and the Average Variance Extracted (AVE) with a threshold of 0.5. Any value exceeding this threshold is considered acceptable. This indicates that an indicator is considered valid if it explains its construct variable with a value higher than 0.7. The structural model for this study is shown in the figure below:

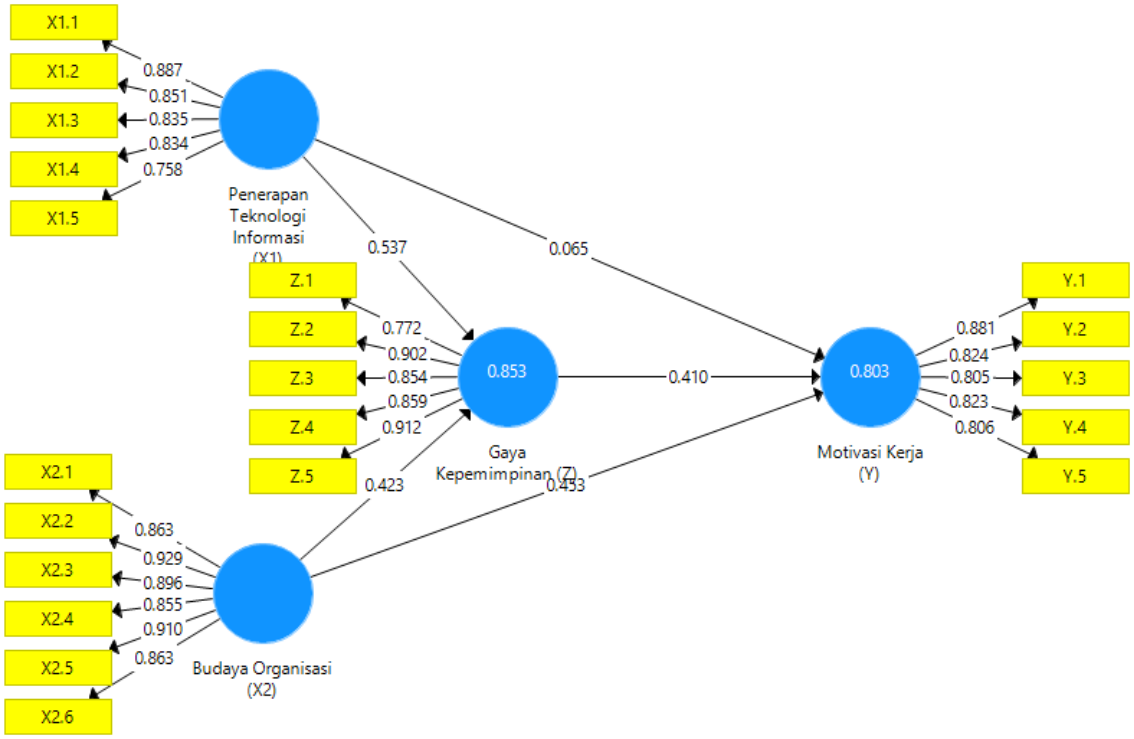

Figure 2. Order Model

Source: Smart PLS 3.3.3

Smart PLS output for loading factor gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two substructures for substructure 1

$Z = b1X1 + b2X2 + e1$

$Z = 0.537 + 0.423 + e1$

For substructure 2

$Y = b3X1 + b4X2 + b5Z + e2$

$Y = 0.065 + 0.453 + 0.410 + e2$

Table 2 Outer Loadings

Equivalent : Journal Of Economic, Accounting and Management
Vol. 4, No. 1, 2026, 1088-1102

	Organizational Culture_(X2)	Leadership Style (Z)	Work Motivation_(Y)	Application of Information Technology_(X1)
X1.1				0.887
X1.2				0.851
X1.3				0.835
X1.4				0.834
X1.5				0.758
X2.1	0.863			
X2.2	0.929			
X2.3	0.896			
X2.4	0.855			
X2.5	0.910			
X2.6	0.863			
Y.1			0.881	
Y.2			0.824	
Y.3			0.805	
Y.4			0.823	
Y.5			0.806	
Z.1		0.772		
Z.2		0.902		
Z.3		0.854		
Z.4		0.859		
Z.5		0.912		

Source: Smart PLS 3.3.3

According to Table 2, each indicator in the variables Information Technology Implementation (X1), Organizational Culture (X2), Work Motivation (Y), and Leadership Style (Z) has an outer loading value greater than 0.70. This indicates that each indicator adequately represents its construct and thus meets the convergent validity criteria, making it suitable for further analysis.

Discriminant Validity

Further investigation will assess the validity of the data by examining discriminant validity. This process aims to check whether the cross-loading value exceeds the values of other latent variables, thereby confirming whether the indicator results are strongly related to the construct. The following table presents the cross-loading results from the validity assessment:

Table 3. ***Discriminant Validity***

	Organizational Culture_(X2)	Leadership Style (Z)	Work Motivation_(Y)	Application of Information Technology_(X1)
X1.1	0.778	0.805	0.777	0.887
X1.2	0.696	0.696	0.668	0.851
X1.3	0.733	0.777	0.685	0.835
X1.4	0.655	0.800	0.649	0.834
X1.5	0.670	0.642	0.619	0.758
X2.1	0.863	0.787	0.708	0.713
X2.2	0.929	0.851	0.819	0.797
X2.3	0.896	0.831	0.870	0.867
X2.4	0.855	0.693	0.683	0.656
X2.5	0.910	0.768	0.773	0.741
X2.6	0.863	0.725	0.748	0.714
Y.1	0.825	0.849	0.881	0.775
Y.2	0.791	0.811	0.824	0.808
Y.3	0.627	0.633	0.805	0.529
Y.4	0.621	0.598	0.823	0.547
Y.5	0.688	0.642	0.806	0.661
Z.1	0.724	0.772	0.712	0.641
Z.2	0.807	0.902	0.801	0.755
Z.3	0.740	0.854	0.741	0.818
Z.4	0.688	0.859	0.685	0.761
Z.5	0.817	0.912	0.787	0.869

Source: Smart PLS 3.3.3

According to Table 3, each indicator shows the highest loading value corresponding to the specific construct it assesses when compared to other constructs. This indicates that all variables—Organizational Culture (X2), Leadership Style (Z), Work Motivation (Y), and Information Technology Application (X1)—have met the standards of discriminant validity, allowing each construct to be recognized as distinct from one another.

Composite Reliability

In a composite reliability investigation, the reliability score for each variable is examined. A score above 0.60 indicates the study is reliable. A score below 0.60 and above 0.7 indicates unreliability. Various factors are taken into account to evaluate the reliability and validity of a study, including Cronbach's alpha score, composite reliability, and AVE score, as illustrated in the table below:

Table 4. ***Construct Reliability and Validity***

Equivalent : Journal Of Economic, Accounting and Management
Vol. 4, No. 1, 2026, 1088-1102

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Organizational Culture_(X2)	0.945	0.956	0.786
Leadership Style (Z)	0.912	0.935	0.742
Work Motivation_(Y)	0.886	0.916	0.686
Application of Information Technology_(X1)	0.890	0.919	0.696

Source: Smart PLS 3.3.3

According to Table 4, all constructs achieved Cronbach's Alpha and Composite Reliability cores greater than 0.70, along with AVE values exceeding 0.50. This indicates that the variables Organizational Culture (X2), Leadership Style (Z), Work Motivation (Y), and Information Technology Implementation (X1) meet the reliability and construct validity standards. Thus, the research instrument is considered reliable and suitable for further analysis.

Inner Model Analysis

The structural model (internal model) is analyzed to ensure that the baseline model is robust and accurate. The evaluation process for the baseline model involves several metrics, specifically:

1. Coefficient of Determination (R2)

From the data processing carried out with SmartPLS 3.0, the R-Square figures are as follows:

Table 5. R Square Results

	R Square	Adjusted R Square
Leadership Style (Z)	0.853	0.850
Work Motivation_(Y)	0.803	0.797

Source: Smart PLS 3.3.3

According to Table 5, the R-square for the Leadership Style (Z) variable is 0.853, with an Adjusted R-square of 0.850, indicating that 85.0% of the change in leadership style can be explained by the independent variables in the model. At the same time, Work Motivation (Y) reflects an R-square value of 0.803 and an Adjusted R-square of 0.797, indicating that 79.7% of the change in work motivation is explained by the variables in the model, while the rest is influenced by other elements not included in the study.

Hypothesis Testing

After analyzing the internal model, the next step is to evaluate the relationship between construction laziness and the hypotheses in this study. Hypothesis testing in this study was conducted by examining the T statistic and P value. Hypothesis testing is valid if the T value exceeds 1.96 and the P value is below 0.05. The following are the direct effect path coefficients:

Table 5. *Path Coefficients* (Direct Effect)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Organizational Culture_(X2) -> Leadership Style (Z)	0.423	5,490	0,000	Accepted
Organizational Culture_(X2) -> Work Motivation_(Y)	0.453	5,332	0,000	Accepted
Leadership Style (Z) -> Work Motivation_(Y)	0.410	3,876	0,000	Accepted
Implementation of Information Technology_(X1) -> Leadership Style (Z)	0.537	7,084	0,000	Accepted
Implementation of Information Technology_(X1) -> Work Motivation_(Y)	0.065	0.616	0.269	Rejected

Source: Smart PLS 3.3.3

1. The Influence of Organizational Culture (X2) on Leadership Style (Z) The results of the study show that Organizational Culture (X2) has a positive and significant influence on Leadership Style (Z), which is reflected in the coefficient of 0.423, the T statistic of 5.490, and the p value of 0.000. Thus, the first hypothesis is proven correct.
2. The Influence of Organizational Culture (X2) on Work Motivation (Y) Organizational Culture (X2) has a positive and significant influence on Work Motivation (Y), as indicated by a coefficient of 0.453, a T statistic of 5.332, and a p value of 0.000. Thus, the second hypothesis is proven true.
3. The Influence of Leadership Style (Z) on Work Motivation (Y) The results of the analysis show that Leadership Style (Z) has a positive and significant influence on Work Motivation (Y) with a coefficient of 0.410, a T statistic of 3.876, and a p value of 0.000. Therefore, the third hypothesis is validated.
4. The Effect of Information Technology Implementation (X1) on Leadership Style (Z) The application of Information Technology (X1) has a positive and significant effect on Leadership Style (Z), as evidenced by a coefficient of 0.537, a T statistic of 7.084, and a p value of 0.000. Thus, the fourth hypothesis is validated.
5. Impact of Information Technology Implementation (X1) on Work Motivation (Y) The results of the study indicate that the implementation of Information Technology (X1) does not significantly affect Work Motivation (Y), indicated by a coefficient of 0.065, a T statistic of 0.616, and a p value of 0.269 (> 0.05). Therefore, the fifth hypothesis is rejected.

Table 6. *Path Coefficients* (Indirect Effect)

Equivalent : Journal Of Economic, Accounting and Management
Vol. 4, No. 1, 2026, 1088-1102

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Organizational Culture_(X2) -> Leadership Style (Z) -> Work Motivation_(Y)	0.174	3,063	**0.001**	**Accepted**
Implementation of Information Technology_(X1) -> Leadership Style (Z) -> Work Motivation_(Y)	0.220	3,442	**0,000**	**Accepted**

Source: Smart PLS 3.3.3

6. The Influence of Organizational Culture (X2) on Work Motivation (Y) through Leadership Style (Z) The findings show that Organizational Culture (X2) has a positive and significant influence on Work Motivation (Y) through Leadership Style (Z). This is supported by a coefficient of 0.174, a T statistic of 3.063, and a p-value of 0.001 (<0.05). Therefore, Leadership Style (Z) effectively mediates the relationship between Organizational Culture (X2) and Work Motivation (Y), so the hypothesis is accepted.
7. The Effect of Information Technology Implementation (X1) on Work Motivation (Y) through Leadership Style (Z) The results of the analysis show that Information Technology Implementation (X1) has a positive and significant effect on Work Motivation (Y) through Leadership Style (Z), with a coefficient of 0.220, a T statistic of 3.442, and a p value of 0.000. This supports the view that Leadership Style (Z) functions as a mediating variable, so the hypothesis is accepted.

Conclusion

From the research findings presented, the following hypotheses are detailed, and the researcher presents the following conclusions:

1. Organizational Culture (X2) positively and significantly influences Leadership Style (Z), so the hypothesis is accepted.
2. Organizational Culture (X2) positively and significantly influences Work Motivation (Y), so the hypothesis is accepted.
3. Leadership Style (Z) has a positive and significant influence on Work Motivation (Y), which means the hypothesis is accepted.
4. Implementation of Information Technology (X1) positively and significantly influences Leadership Style (Z), so the hypothesis is accepted.
5. Implementation of Information Technology (X1) does not significantly influence Work Motivation (Y), so the hypothesis is rejected.
6. Organizational Culture (X2) has a positive and significant influence on Work Motivation (Y) through Leadership Style (Z), so the hypothesis is accepted.
7. Implementation of Information Technology (X1) has a positive and significant effect on Work Motivation (Y) through Leadership Style (Z), so the hypothesis is accepted.

References

Daft, R. L. (2016). *The Leadership Experience* (6th ed.). Boston: Cengage Learning.

Ghozali, I., & Latan, H. (2016). *Partial Least Squares: Konsep, Teknik, dan Aplikasi Menggunakan Program SmartPLS 3.0*. Semarang: Badan Penerbit Universitas Diponegoro.

Hasibuan, M. S. P. (2016). *Manajemen Source Daya Manusia*. Jakarta: Bumi Aksara.

Jogiyanto, H. M. (2016). *Sistem Informasi Keperilakuan* (Edisi Revisi). Yogyakarta: Andi Offset.

KF Ferine, R Aditia, MF Rahmadana (2021), An empirical study of leadership, organizational culture, conflict, and work ethic in determining work performance in Indonesia's education authority, Helyon

Luthans, F. (2016). *Organizational Behavior: An Evidence-Based Approach* (13th ed.). New York: McGraw-Hill Education.

MS Menganjur, ED Surya (2025) Analysis of Stress and Work Motivation on Employee Performance with Work Environment as a Mediation Variable at PT PLN Nusantara Power Generation Maintenance Unit (UPHK) Medan, Journal of Research in Social Science and Humanities, 2025

Robbins, S. P., & Coulter, M. (2016). *Management* (13th ed.). Harlow: Pearson Education Limited.

Robbins, S. P., & Judge, T. A. (2016). *Organizational Behavior* (17th ed.). New Jersey: Pearson Education, Inc.

Sugiyono. (2016). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.

Sutabri, T. (2016). *Sistem Informasi Manajemen*. Yogyakarta: Andi Offset.

Yukl, G. (2016). *Leadership in Organizations* (8th ed.). Boston: Pearson Education, Inc.

Y Anwar, KF Ferine, NS Sihombing (2020) Competency of human resources and customer trust on customer satisfaction and its consequence on customer retention in the hospitality industry north sumatra, Journal of Environmental Management & Tourism