

HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

# Impact of Leadership Style, Organizational Culture, and Work Motivation on Employee Performance

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## ABSTRACT

Employee performance plays a crucial role in ensuring the success of public service delivery at the village government level, particularly in response to increasing demands for professionalism and accountability. In public sector organizations, leadership style, organizational culture, and work motivation are considered key factors influencing employee performance. Therefore, this study aims to examine whether leadership style, organizational culture, and work motivation have significant effects on employee performance in village offices in Ajibarang Subdistrict. This research employs a quantitative approach using a causal research design. Data were collected through questionnaires distributed to village office employees selected using a random sampling technique. Multiple linear regression analysis was used to test the hypotheses, supported by classical assumption tests. The results indicate that leadership style has a significant positive effect on employee performance. Organizational culture and work motivation also have significant positive effects on employee performance. Simultaneously, leadership style, organizational culture, and work motivation significantly influence employee performance. These findings highlight the importance of strengthening effective leadership, fostering a supportive organizational culture, and enhancing employee motivation to achieve optimal performance and improve the quality of public services in village government institutions.

**Keywords:** Leadership Style, Organizational Culture, Work Motivation, Employee Performance, Village Government.

**JEL Code:** E44, F31, F37, G15

## I. Introduction

In an increasingly interconnected world, organizations can no longer rely solely on manual human effort to perform all tasks. Human Resource Management (HRM) plays a crucial role in enhancing organizational performance through effective management of human resources (Natsir dkk., 2024). Rapid technological advancements have gradually replaced many routine activities previously performed by humans. This condition highlights the importance of optimizing human resource management to ensure that individuals possess the competencies required in modern workplaces. However, human resource



management in Indonesia is still not fully optimized, which limits workforce readiness and productivity (Lestyaningrum dkk., 2022). As a result, unemployment remains a persistent issue, including among educated individuals. This indicates a gap between workforce competencies and job market demands. Education and training play a crucial role in equipping individuals with the knowledge, skills, and competencies necessary for professional work. Government institutions, including village governments, have an important responsibility in developing human resources through effective governance and public service delivery (Sugiman, 2018). According to Law No. 6 of 2014 on Villages, villages are legal community units authorized to manage governmental affairs and serve local communities based on local initiatives and traditional rights. This regulation emphasizes the strategic role of village governments in improving human resource quality and delivering effective public services. Village offices are responsible for ensuring that employees possess the administrative, technical, and service-related competencies required to perform their duties effectively (Aulia & Rosyada, 2024). These competencies include administrative management, public service delivery, and community engagement, which are essential for supporting government operations (Dilham & Sembiring, 2020). Furthermore, Government Regulation No. 11 of 2019 emphasizes the importance of continuous competency development among village employees to support professionalism and adaptability in their roles.

For village offices, employee performance is very important because it makes sure that employees have the right skills and knowledge to meet the needs of the community. At the moment, there aren't enough jobs for people who are looking for work, which makes unemployment worse (Frisnoiry dkk., 2024). Low labour absorption also makes it harder for job seekers to find jobs that match their skills, which makes the unemployment problem even worse (Jo, 2021). Employee performance is a critical factor in ensuring the effectiveness of public service delivery. Performance reflects an individual's ability to complete tasks effectively and achieve organizational goals (Surahman dkk., 2021). It is influenced by multiple factors, including skills, knowledge, work ethic, education, and professional experience (Marpaung & Juniasih, 2020). High employee performance contributes to organizational effectiveness, service quality, and public satisfaction (Noor dkk., 2023). However, improving employee performance requires not only technical competence but also strong organizational support systems. Several organizational factors play an important role in shaping employee performance, including leadership style, organizational culture, and work motivation.

Leadership style influences employee behavior, communication, and collaboration within the organization. Effective leadership can enhance employee confidence, improve decision-making, and strengthen teamwork (Zebua dkk., 2023). Empirical studies show that leadership style significantly affects employee performance, with varying levels of influence depending on organizational conditions (Wati, 2025). Organizational culture also plays a vital role in shaping employee attitudes, values, and behavior. A strong organizational culture promotes discipline, commitment, and alignment with organizational goals, which ultimately improves performance (Imam & Gunistiyo, 2024). In addition, work motivation serves as an internal driving force that encourages employees to perform their duties effectively and achieve organizational objectives. Motivated employees tend to demonstrate higher productivity, stronger commitment, and better performance outcomes (Sentinuwo dkk., 2025)

Despite the recognized importance of these factors, employee performance in village government institutions is not always optimal. Weak leadership practices, unsupportive organizational culture, and low motivation can reduce employee productivity and service quality. This situation creates challenges for village governments in delivering effective and responsive public services. Therefore, it is essential to examine the factors that influence employee performance in village government institutions. Based on this background, this study aims to examine the influence of leadership style, organizational culture, and work motivation on employee performance. This study argues that leadership style, organizational culture, and work motivation are key determinants of employee performance in village government institutions. Understanding these relationships is important for developing strategies to improve employee performance and strengthen public service quality. This research focuses on village office employees in Ajibarang Subdistrict. This geographical

context was selected because village governments play a direct role in providing administrative services to local communities. However, preliminary observations indicate that employee performance in several village offices in this area is still not optimal, as reflected in issues such as low discipline, reduced work effectiveness, and limited service responsiveness. Therefore, examining employee performance in this context provides important insights into improving village governance and public service delivery.

## II. Literature Review and Hypothesis Development

### 2.1. Main Theoretical Review (Grand Theory)

This study is grounded in Organizational Behavior Theory, which explains how individual, group, and structural factors influence behavior and performance within organizations. Organizational behavior focuses on understanding how employees think, act, and interact in the workplace, and how these interactions affect organizational outcomes (Robbins & Judge, 2016). According to this theory, employee performance is not only determined by individual ability but also by organizational factors such as leadership, organizational culture, and work motivation.

Organizational culture is one of the key elements of organizational behavior because it shapes employee attitudes, values, and behavioral norms. Robbins define organizational culture as a system of shared meaning that distinguishes one organization from another and guides employee behavior. A strong organizational culture helps employees understand organizational expectations, improves coordination, and enhances organizational effectiveness. In public sector institutions, including village governments, organizational culture plays an essential role in promoting discipline, accountability, and service orientation (Robbins & Judge, 2009). Organizational culture theory also emphasizes the importance of leadership and motivation in shaping employee performance. Leadership influences how employees perceive their roles, responsibilities, and organizational goals. Effective leadership creates a supportive work environment that encourages employees to perform optimally. Similarly, work motivation drives employees to exert effort, maintain commitment, and achieve performance targets. From the perspective of organizational behavior theory, employee performance is the result of interactions between individual factors (such as motivation), leadership factors, and organizational factors (such as culture). Therefore, leadership style, organizational culture, and work motivation are considered key determinants of employee performance, particularly in public service organizations such as village governments.

### 2.2. Leadership Style

Leadership style refers to the pattern of behavior demonstrated by leaders in influencing, guiding, and directing employees to achieve organizational goals (Iswahyudi dkk., 2023). Transformational leadership theory explains that leaders who inspire, motivate, and provide individualized support can significantly improve employee performance, commitment, and job satisfaction (Riggio & Newstead, 2023). Transformational leadership enhances performance by increasing intrinsic motivation, psychological empowerment, and organizational commitment. Leaders who articulate a compelling vision and provide individualized consideration foster higher engagement and discretionary effort. Applied to leadership, this translates into behaviors that alternately “open” space for creativity and “close” it with direction and discipline. Explorative leadership includes encouraging new ideas, tolerating mistakes, and creating psychological safety for experimentation (El-Sayed, 2025). Empirical studies in public organizations show that transformational leadership significantly predicts employee performance through increased work motivation and trust. According to (Kartono, 1994) in his book, asserts that traits, habits, temperament, character, and personality are all indicators that can be used to evaluate a leader's style.

### 2.3. Organizational Culture

Organizational culture refers to shared values, norms, and beliefs that guide employee behavior and decision-making (Sulaksono, 2015). A strong organizational culture improves employee performance by promoting discipline, commitment, and organizational alignment (Fawzan dkk., 2023). The effectiveness of public service delivery is positively impacted by this culture, which fosters unity and trust (Duwika, 2023). In addition to offering stability and motivation, a strong organisational culture also lessens internal conflicts, enabling the best possible performance improvement. Key indicators like integrity, professionalism, exemplary behaviour, and appreciation for human resources can be used to gauge organisational culture, claims (Moeljono, 2004). These metrics show how employees internalise and demonstrate organisational values in their day-to-day work conduct. The alignment, motivation, and overall performance of the organization increase with the degree of internalisation of these cultural values.

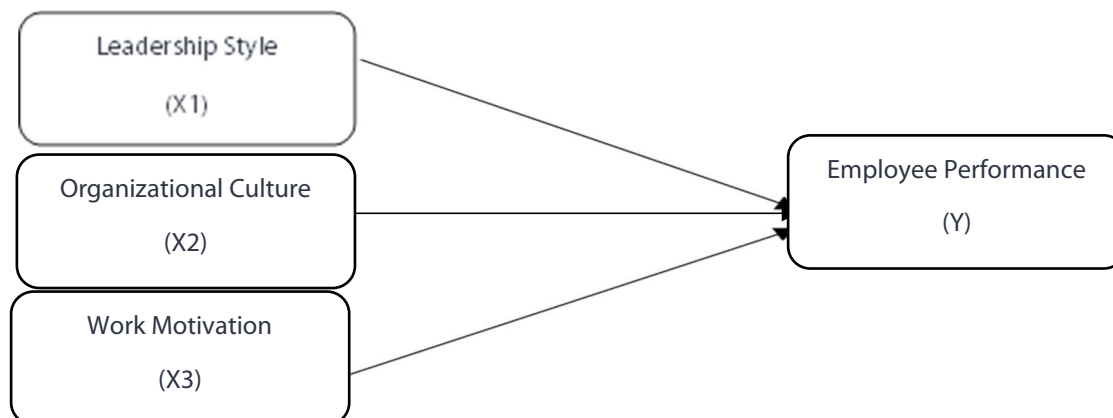
### 2.4. Work Motivation

Work motivation refers to internal and external forces that initiate, direct, and sustain work behavior. The Self-Determination Theory (SDT) divides motivation into two categories: extrinsic and intrinsic. Extrinsic motivation originates from outside sources like pay, incentives, or official awards, whereas intrinsic motivation originates from within the person and includes things like task satisfaction or the desire for personal development. For people to become more autonomously motivated, SDT proposes that satisfaction of their basic psychological needs is key (Claes., 2026). Motivated employees demonstrate higher productivity, stronger commitment, and better performance outcomes. According to (Adam & Djazuli, 2025) employee productivity in public sector organization including government agencies at the village level has a positive and significant correlation with intrinsic motivation. Indicators based on human needs, such as survival needs, safety needs, self-esteem needs, freedom needs, competence needs, and achievement needs, can be used to gauge work motivation. Claims (Wexley, 2005), based on the hierarchy of needs that affect behaviour and performance, these indicators aid in determining the degree of employee motivation. Employee motivation and contribution to company objectives increase as these needs are met.

### 2.5. Employee performance

Employee performance refers to how effectively employees perform their duties and contribute to organizational goals (Krisnawati & Bagia, 2021). Government Regulation No. 11 of 2019, which amends Government Regulation No. 43 of 2014, requires that employee performance in the context of village governance include not only the completion of administrative tasks but also the quality of public services, the capacity for innovation in village management, and the precision with which programs are implemented. The degree to which workers can contribute as best they can to the company is determined by these three factors. Quality, quantity, timeliness, effectiveness, and independence are some of the key indicators that can be used to measure employee performance (Putra, 2020). According to (Wirawan, 2009) and (Robbins & Judge, 2009), These metrics offer a thorough view of how well a worker performs their duties and organisational responsibilities. Employee performance as a whole increase with each indicator's level of achievement, which helps the village government run more smoothly.

## 2.6. Hypothesis Development



**Figure 1. Conceptual Framework**

Based on organizational behavior theory, leadership style, organizational culture, and work motivation are key determinants of employee performance. This study uses multiple linear regression analysis to test the direct and simultaneous effects of leadership style, organizational culture, and work motivation on employee performance. Based on theoretical and empirical justification, the hypotheses are formulated as follows:

- H1: Leadership style has a positive and significant effect on employee performance in village offices throughout Ajibarang Subdistrict.*
- H2: Organizational culture has a positive and significant effect on employee performance in village offices throughout Ajibarang Subdistrict.*
- H3: Motivation has a positive and significant effect on employee performance in village offices throughout Ajibarang Subdistrict.*
- H4: Leadership style, organizational culture, and work motivation simultaneously has a positive and significant effect on employee performance in village offices throughout Ajibarang Subdistrict.*

## III. Research Method

This study applies a quantitative research approach, designed to measure and analyse data numerically in an objective manner (Rojabi, 2025). The data were collected through questionnaires distributed to respondents who are the subjects of the study (Sari dkk., 2022). This design is appropriate because the study seeks to determine whether leadership style, organizational culture, and work motivation significantly influence employee performance at the Ajibarang Subdistrict Village Offices. Primary data were collected through structured questionnaires distributed directly to respondents in person at each village office during working hours. The study population consisted of all employees working in the 15 village offices located in Ajibarang Subdistrict, Banyumas Regency (Waruwu dkk., 2025). The total population (N) was 165 employees, including both village officials and administrative staff involved in daily administrative and public service activities. To determine the sample size, Slovin's formula (Subhaktiyasa, 2024) was applied using a 95% confidence level and a 5% margin of error, resulting in a required sample of 117 respondents. The use of Slovin's formula is appropriate because the population size is known and relatively homogeneous. The sampling technique used was probability sampling with a simple random sampling method (Jailani & Jeka, 2023). The sample was then distributed proportionally across the 15 villages, resulting in approximately eight respondents per village (Makwana dkk., 2023). This study uses employee performance (Y) as the dependent variable and leadership style (X1), organizational culture (X2), and work motivation (X3) as independent

variables. The selection of these variables is grounded in Organizational Behavior Theory, which posits that leadership, culture, and motivation are primary determinants of employee performance (Robbins & Judge, 2009). Data were collected using a structured Likert-scale questionnaire consisting of 40 items, measured on a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree) (Simamora, 2022). The instrument was divided into four sections corresponding to each variable. Leadership style was measured using indicators of direction, support, and communication; organizational culture was measured through shared values, norms, and discipline; work motivation was assessed using intrinsic and extrinsic motivation indicators; and employee performance was measured using quality, quantity, timeliness, effectiveness, and independence indicators. Before hypothesis testing, instrument validity was assessed using Pearson product-moment correlation, with items considered valid if the correlation coefficient exceeded the critical r-value at  $\alpha = 0.05$ . Reliability was tested using Cronbach's Alpha, with a threshold value of 0.70 indicating acceptable reliability. Data analysis was conducted using IBM SPSS version 27. The analysis procedures included descriptive statistics, classical assumption tests (normality, multicollinearity, and heteroscedasticity), multiple linear regression analysis, partial hypothesis testing (t-test), simultaneous testing (F-test), and coefficient of determination ( $R^2$ ) analysis (Darma, 2021). These statistical procedures were applied to determine both the individual and combined effects of the independent variables on employee performance.

## IV. Result and Discussion

### 4.1. Validity Test

**Table 1. Validity Test**

Variables	Item Statement	Rcount	Rtable	Description
Leadership Style (X1)	X1.1	0.488	0.1801	Valid
	X1.2	0.513	0.1801	
	X1.3	0.449	0.1801	
	X1.4	0.438	0.1801	
	X1.5	0.400	0.1801	
	X1.6	0.380	0.1801	
	X1.7	0.406	0.1801	
	X1.8	0.435	0.1801	
	X1.9	0.444	0.1801	
	X1.10	0.303	0.1801	
	X1.11	0.480	0.1801	
	X1.12	0.376	0.1801	
	X1.13	0.417	0.1801	
	X1.14	0.350	0.1801	
	X1.15	0.458	0.1801	
Organizational Culture (X2)	X2.1	0.395	0.1801	
	X2.2	0.461	0.1801	
	X2.3	0.394	0.1801	
	X2.4	0.398	0.1801	
	X2.5	0.368	0.1801	
	X2.6	0.349	0.1801	
	X2.7	0.326	0.1801	
	X2.8	0.344	0.1801	
	X2.9	0.321	0.1801	
	X2.10	0.420	0.1801	
	X2.11	0.400	0.1801	
	X2.12	0.382	0.1801	
	X2.13	0.463	0.1801	
	X2.14	0.317	0.1801	
Work Motivation (X3)	X3.1	0.471	0.1801	
	X3.2	0.421	0.1801	

	X3.3	0.386	0.1801
	X3.4	0.376	0.1801
	X3.5	0.390	0.1801
	X3.6	0.402	0.1801
	X3.7	0.517	0.1801
	X3.8	0.431	0.1801
	X3.9	0.476	0.1801
	X3.10	0.395	0.1801
	X3.11	0.477	0.1801
	X3.12	0.524	0.1801
	X3.13	0.375	0.1801
Employee performance (Y)	Y.1	0.535	0.1801
	Y.2	0.589	0.1801
	Y.3	0.571	0.1801
	Y.4	0.537	0.1801
	Y.5	0.437	0.1801
	Y.6	0.561	0.1801
	Y.7	0.597	0.1801
	Y.8	0.536	0.1801

Based on Table 1, Construct validity was tested using Pearson product-moment correlation. Content validity was first ensured by aligning questionnaire items with established theoretical indicators. The Rtable value of 0.1801 (df = 115;  $\alpha = 0.05$ ) was used as the threshold. All items showed Rcount values greater than Rtable, indicating that the instruments are valid. This confirms that the measurement items accurately represent the intended constructs and are suitable for regression analysis.

#### 4.2. Reliability Test

**Table 2. Reliability Test**

Variables	Alpha Coefficient	Significance level	Description
Leadership Style (X1)	0.914	0.60	Reliable
Organizational Culture (X2)	0.915	0.60	
Work Motivation (X3)	0.916	0.60	
Employee performance (Y)	0.914	0.60	

Table 2 indicates that the results of the reliability testing show all research variables to be reliable, with Cronbach's Alpha coefficients of 0.914 for Leadership Style (X1), 0.915 for Organizational Culture (X2), 0.916 for Work Motivation (X3), and 0.914 for Employee Performance (Y). These results strengthen the credibility of the regression findings because the instruments consistently measure each construct. However, very high Alpha values may indicate potential item redundancy that should be refined in future research.

#### 4.3. Normality Test

**Table 3. Normality Test**

One-Sample Kolmogorov-Smirnov Test		
		standardized Residual
N		117
Normal Parameters	Mean	,0000000
	Std. Deviation	3,91721255
Most Extreme Differences	Absolute	,064
	Positive	,064
	Negative	-,027
Test Statistic		,064
Asymp. Sig. (2-tailed)		,200

Considering the outcomes of the Kolmogorov-Smirnov test listed in Table 3, the normality test value is  $0.200 > 0.05$  indicates normal distribution of residuals. The fulfillment of the normality assumption ensures that the regression coefficients and hypothesis testing results can be interpreted reliably within a parametric framework. Therefore, the regression model meets one of the essential classical assumptions. However, normality tests may be sensitive to sample size, and graphical analysis such as P-P plots could further strengthen this conclusion.

#### 4.4. Multicollinearity Test

**Table 4. Multicollinearity Test**

Coefficients a		
Model	Colinearity Tolerance	Statistics VIF
1	Leadership Style (X1)	,971
	Organizational Culture (X2)	,969
	Work Motivation (X3)	,990
a. Dependent Variable : Employee Performance (Y)		

Considering the multicollinearity test findings in Table 4 displayed in the Collinearity Statistics table, the tolerance values for the variables Leadership Style (X1), Organizational Culture (X2), and Work Motivation (X3) are 0.971, 0.969, and 0.990. respectively, while the Variance Inflation Factor (VIF) values for these three variables range from 1.011 to 1.032. The tolerance values are above 0.10 and the VIF values are well below 10, indicating no multicollinearity among independent variables. This result implies that each independent variable contributes uniquely to explaining variations in employee performance without overlapping explanatory power. Consequently, the regression coefficients can be interpreted independently and reliably.

#### 4.5. Heteroscedasticity Test

**Table 5. Heteroscedasticity Test**

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.698	1.816		2.037	0.044
	Leadership Style (X1)	-0.013	0.022	-0.057	-0.598	0.551
	Organizational Culture (X2)	0.023	0.025	0.087	0.915	0.362
	Work Motivation (X3)	-0.019	0.026	-0.068	-0.730	0.467
a. Dependent Variable: ABS_RES						

Considering the heteroskedasticity test findings displayed in Table 5, The significance values for all independent variables exceed 0.05, indicating the absence of heteroscedasticity in the regression model. The absence of heteroscedasticity ensures that the variance of residuals is constant, thereby supporting the efficiency and unbiased nature of the regression estimates. This confirms that the model satisfies another classical assumption.

#### 4.6. Analysis Regression Linear Multiple Test

**Table 6. Linear Regression Analysis**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2,995	3,178		-,942	,348

1	Leadership Style (X1)	,262	,038	,487	6,877	,000
	Organizational Culture (X2)	,195	,044	,314	4,423	,000
	Work Motivation (X3)	,267	,046	,411	5,861	,000
a. Dependent Variable: Employee Performance (Y)						

The regression equation derived from Table 6 multiple linear regression test is  $Y = -2.995 + 0.262X_1 + 0.195X_2 + 0.267X_3$ . This indicates that improvements in leadership style, organizational culture, and work motivation are associated with corresponding increases in employee performance. Among the variables, work motivation demonstrates the strongest influence, suggesting that motivational factors play a dominant role in enhancing performance outcomes in village government institutions. The F-test result further confirms that the three independent variables simultaneously influence employee performance.

#### 4.7. T-Test (Partial)

**Table 7. Partial Test (T-Test)**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2,995	3,178		-,942	,348
	Leadership Style (X1)	,262	,038	,487	6,877	,000
	Organizational Culture (X2)	,195	,044	,314	4,423	,000
	Work Motivation (X3)	,267	,046	,411	5,861	,000
a. Dependent Variable: Employee Performance (Y)						

Based on Table 7, the t test results show that all independent variables Leadership Style (X1), Organizational Culture (X2), and Work Motivation (X3) have Tcount that are greater than the Ttable value at the chosen significance level and have significance (Sig.) values of 0.000. which are less than 0.05. Specifically, Leadership Style (X1) has a t value of 6.877, Organizational Culture (X2) has a t value of 4.423, and Work Motivation (X3) has a t value of 5.861. Due to the fact that each t statistic is greater than both each Sig and the t table 1.980. It may be inferred that Leadership Style (X1), Organizational Culture (X2), and Work Motivation (X3) each (partially) have a positive and statistically significant impact on Employee Performance (Y) since the value of (X1,X2,X3) at 0.000 is less than 0.05. Consequently, the hypotheses proposing that each independent variable significantly affects Employee Performance are supported.

#### 4.8. F-Test (Simultaneous)

**Table 8. Simultaneous Test (F-Test)**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	f	Sig.
1	Regression	1451.485	3	483.828	30.715	,000b
	Residual	1779.968	113	15.752		
	Total	3231.453	116			
a. Dependent Variable: Employee Performance (Y)						
b. Predictors: (Constant), X3, X2, X1						

Based on Table 8, the results show that the F statistic value is 30.715 with a significance level (Sig.) of 0.000. This value is compared with the F table value at a significance level of 0.05. Because the Sig. value (0.000) is less than 0.05 and the F statistic is much larger than the F table value, It is possible to draw the conclusion that Work Motivation (X3), Organizational Culture (X2), and Leadership Style (X1) all significantly impact Employee Performance (Y) at the same time. In other words, when the three independent variables are tested

together, they are able to provide a significant contribution use this regression model to explain the variance in the dependent variable.

4.9. Coefficient Test Determination (Adjusted R<sup>2</sup>)

**Table 9. Determination Coefficient Test**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,670a	0.449	0.435	3.96887
a. Predictors: (Constant), X1, X2, X3				
b. Dependent Variable: Y				

Based on Table 9, The Adjusted R<sup>2</sup> value of 0.435 indicates that 43.5% of the variance in employee performance is explained by leadership style, organizational culture, and work motivation. This moderate explanatory power suggests that while the model is statistically significant, other contextual or organizational factors may also play an important role in determining employee performance . These factors may include compensation systems, work environment conditions, job satisfaction, or individual competencies.

4.10. Discussion

a. The influence of leadership on employee performance

Regression analysis and the t-test demonstrate that employee performance (Y) is strongly positively impacted by leadership style (X1). This variable is statistically significant with a t-value of 6.877 and a statistical significance level of 0.000 (<0.05). The regression coefficient B = 0.262 shows that each one-unit improvement in leadership style increases employee performance by 0.262 units, holding other variables constant . This finding confirms that effective leadership plays a crucial role in shaping employee behavior and performance outcomes. Leaders who provide clear direction, constructive feedback, and emotional support create a work environment characterized by trust, collaboration, and goal alignment . In the context of village government institutions, such leadership is essential for ensuring service quality and accountability. These findings are consistent with prior research emphasizing that adaptive and participatory leadership significantly enhances employee productivity and discipline(Samar Reyaz, 2024). Therefore, strengthening communicative and motivational leadership practices is key to improving public service performance.

b. The influence of organizational culture on employee performance

The findings demonstrate that Organisational Culture (X2) exerts a substantial positive influence on Employee Performance (Y), with a t-value of 4.423 and a significance level of 0.000 (<0.05). According to the regression coefficient of 0.195 this indicates that a supportive organizational culture contributes meaningfully to improved employee outcomes . A strong culture provides shared values, norms, and behavioral expectations that guide employees in fulfilling their responsibilities. When organizational culture promotes accountability, teamwork, discipline, and openness, employees demonstrate higher commitment and coordination, leading to enhanced performance. These findings align with previous studies suggesting that well-internalized cultural values improve employee effectiveness and service quality (Jerab & Mabrouk, 2023). Thus, organizational culture functions as a structural mechanism that aligns individual behavior with institutional goals.

c. The influence of work motivation on employee performance

The results of t-value of 5.861 and a significance level of 0.000 (<0.05) indicate that Work Motivation (X3) has a significant and favorable impact on Employee Performance (Y), according to the analysis's findings.The regression coefficient (B = 0.267), this suggests that work motivation is the most dominant factor influencing employee performance in this study. Employees with strong intrinsic and extrinsic motivation

tend to exhibit greater enthusiasm, persistence, and problem-solving capacity. This result supports expectancy theory, which explains that performance increases when employees believe their efforts will lead to valued outcomes such as recognition, career advancement, or personal fulfillment (McLean & Acharya, 2025). In public sector contexts, non-financial incentives such as recognition, job security, and professional development are particularly influential in sustaining long-term commitment and performance. Therefore, implementing comprehensive motivational strategies is essential for improving service effectiveness.

d. The influence of leadership style, organizational culture, and work motivation on employee performance

The F-test confirms that leadership style, organizational culture, and work motivation simultaneously influence employee performance ( $F = 30.715$ ;  $p = 0.000 < 0.05$ ). The Adjusted  $R^2$  value of 0.435 indicates that 43.5% of the variance in employee performance is explained by these three variables. This moderate explanatory power suggests that, while the model is statistically strong, additional organizational factors may also contribute to performance outcomes. The remaining 56.5% may be influenced by work environment, training, job satisfaction, compensation systems, or individual competencies (Hajiali dkk., 2022). Overall, the findings demonstrate that leadership effectiveness, organizational culture, and work motivation are interrelated drivers of employee performance. Organizations that invest in leadership development, cultivate positive cultural values, and implement sustainable motivational systems are more likely to achieve consistent improvements in performance and public service quality.

## V. Conclusion

The findings indicate that leadership style, organizational culture, and work motivation have positive and statistically significant effects on employee performance in the village offices of Ajibarang Subdistrict. The t-test results show that Leadership Style ( $t = 6.877$ ), Organizational Culture ( $t = 4.423$ ), and Work Motivation ( $t = 5.861$ ) all exceed the t-table value of 1.980 with significance levels of 0.000, confirming that each variable significantly contributes to improving employee performance. Among these factors, work motivation emerges as the most influential variable, emphasizing the importance of strengthening both intrinsic and extrinsic motivational strategies in public sector institutions. Practically, enhancing effective leadership practices, fostering a supportive organizational culture, and maintaining high employee motivation can substantially improve professionalism, discipline, and responsiveness in village public services. However, this study is limited by its cross-sectional design and reliance on self-reported data, which may restrict causal interpretation. Future research is recommended to apply longitudinal approaches or structural equation modeling to examine deeper relational mechanisms among variables.

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