



**DIJEMSS:**  
**Dinasti International Journal of Education**  
**Management and Social Science**

E-ISSN: 2686-6331  
P-ISSN: 2686-6358

<https://dinastipub.org/DIJEMSS> ✉ [dinasti.info@gmail.com](mailto:dinasti.info@gmail.com) ☎ +62 811 7404 455

DOI: <https://doi.org/10.38035/dijemss.v6i2>  
<https://creativecommons.org/licenses/by/4.0/>

## The Influence of Leadership Style and Organizational Culture on Organizational Performance Mediated by Employee Motivation: A Study of *Puskesmas* in the Eastern Region of Bandung City

Ryan Rizqi Rahman<sup>1</sup>, Nurul Hermina<sup>2</sup>.

<sup>1</sup>Widyatama University, Bandung, Indonesia, [ryan.rizqi@widyatama.ac.id](mailto:ryan.rizqi@widyatama.ac.id)

<sup>2</sup>Widyatama University, Bandung, Indonesia, [nurul.hermina@widyatama.ac.id](mailto:nurul.hermina@widyatama.ac.id)

Corresponding Author: [ryan.rizqi@widyatama.ac.id](mailto:ryan.rizqi@widyatama.ac.id)

**Abstract:** This study aims to examine the influence of leadership style and organizational culture on employee motivation and organizational performance at *Puskesmas* located in East Bandung City uses a quantitative approach. A total of 220 employees from 18 *Puskesmas* in East Bandung City participated in the survey, with data collection conducted through questionnaires. Data were analyzed using Structural Equation Modeling (SEM) with SmartPLS 3.2.9 software, which focuses on hypothesis testing and bootstrapping to assess the relationship between variables. This study found that leadership style and organizational culture have a positive and significant effect on employee motivation, which in turn affects organizational performance and confirms the mediating role of motivation between leadership style and organizational performance, as well as between organizational culture and organizational performance. The statistical results show significant t-statistics and p-values, indicating strong predictive relevance of the model. However, the indirect effect through motivation is relatively moderate, indicating that further efforts are needed to strengthen the relationship in improving organizational performance. In particular, the research results highlight the need for better motivational strategies in *Puskesmas* to achieve more optimal organizational performance.

**Keyword:** Leadership Style, Organizational Culture, Employee Motivation, Organizational Performance, *Puskesmas*

### INTRODUCTION

Humans play an important role in organizational development. Employees are considered the main asset to achieve organizational goals. Demographic changes, technological advances, and employee expectations demand an adaptive leadership approach (Sokolic et al., 2024). According to (Hakim et al., 2021), leadership style involves instruction, consultation, participation, and delegation based on employee maturity, as measured through task behavior, relationships, and follower maturity. (Dewi et al., 2024) emphasize the importance of leadership in achieving the vision, mission, and goals of the organization. Organizational culture. (Tunnufus & Noor, 2022) highlight that employee motivation plays an important role in determining loyalty. Organizational performance.

*Puskesmas* have an important role in handling health problems, as regulated in Law Number 23 of 2014 and Government Regulation Number 2 of 2018 concerning Minimum Service Standards (SPM). There are 12 indicators of minimum health services, including health services for pregnant women, infants, toddlers, productive age, the elderly, as well as people with hypertension, diabetes, and HIV. Regulation of the Minister of Health Number 4 of 2019 stipulates technical standards related to the quality of services and health workers. In addition to health services, health centers also play a role as drivers of development and community empowerment. The problem of suboptimal human resource management and low budget absorption has resulted in minimum service standards not being achieved, especially in outlying *Puskesmas*. Meanwhile, several *Puskesmas* have achieved their targets. (Agrawal & Singhal, 2021) explained that without a good system and motivated employees, an organization cannot achieve its goals. Motivated employees will increase retention and dedication, which has a positive impact on organizational performance.

Based on previous studies, (Fonseca Da Costa Guterresa et al., 2020) and (Bakri et al., 2023) showed that leadership style has a positive and significant effect on employee motivation. (Kanuto, 2024) and (Igbaji et al., 2023) also found that organizational culture has a significant effect on motivation, where organizational norms, vision, and values have a strong relationship with employee motivation. (Asiyah BiBi et al., 2023) revealed that transactional and transformational leadership have a significant impact on organizational performance, while, (Githuku et al., 2022), and (Almaqableha & Omarb, 2024) emphasized the positive impact of organizational culture on company performance. (Zubair, 2024) and (Shiferaw et al., 2020) found a positive correlation between employee motivation, especially intrinsic motivation and creativity, and organizational performance. (Amintas, Bomer Pasaribu, 2021) stated that leadership and organizational commitment with motivation as an intervening variable have a significant effect on performance, although (Tahar & Abdillah, 2021) found that leadership did not have a significant effect through motivation. (Talib, 2020) and (Giyanto & Rasaili, 2021) also showed that employee motivation mediates the relationship between organizational culture and organizational performance. Table 1 reflects the minimum service standard data as organizational performance from 2020 to 2023.

**Table 1 Achievements and Targets of Minimum Service Standards for Health Centers**

No	Indicator	Achievement				Target
		2020	2021	2022	2023	
1	Health Services For Pregnant Women	84,73%	89,07%	94,5%	92,38%	100%
2	Maternal Health Services	84,02%	87,82%	91,05%	89,34%	100%
3	Newborn Health Services	81,81%	88,4%	94,80%	92,15%	100%
4	Toddler Health Services	46,98%	56,72%	83,53%	83,89%	100%
5	Health Services At Primary Education Age	36,22%	55,1%	67,25%	76,91%	100%
6	Health Services At Productive Age	6,89%	19,74%	76,43%	80,15%	100%
7	Health Services In The Elderly	31,85%	47,08%	90,41%	67,97%	100%
Average Achievement		53,21%	53,21%	63,42%	85,42%	83,26%

Source: Internal Data of Bandung City Health Service 2024

Based on data from the Bandung City Health Office from 2020 to 2023, the performance of the Minimum Service Standards of Health Centers has not reached the target of 100% in indicators such as Health Services for Pregnant Women, Women Giving Birth, Newborns, Toddlers, Elementary Education Age, Productive Age, and Elderly Age. This study aims to analyze the influence of leadership style and organizational culture on organizational performance and employee motivation at the UPTD East Bandung City Health Center. The

researcher considers that these two factors are important for increasing competitive advantage and organizational performance. The formulation of the problem includes questions about the influence of leadership style and organizational culture on employee motivation and organizational performance, both directly and through motivation as a mediating variable. The objectives of the study include an analysis of the influence of leadership style and organizational culture on motivation and performance, as well as the role of motivation as a mediator in the relationship.

According to (Xuefeng, 2023), the dimensions of leadership style include Transformational, Transactional, and Laissez-faire Leadership. (Taouil et al., 2023) explain transformational leadership through four components: Idealized Influence (II), Inspirational Motivation (IM), Intellectual Stimulation (IS), and Individualized Consideration (IC). The relationship between leadership style and employee motivation in previous studies by (Almaqableha & Omarb, 2024), and (Altheeb, 2020) overall has a positive and significant influence. This shows that a leadership approach that is tailored to the unique needs and aspirations of employees is essential to creating a motivating work environment (Taouil et al., 2023). After studying the phenomenon of leadership for decades, the literature has identified various leadership styles (Afshan Jabeen, 2020). Therefore, the following hypothesis is proposed: H1: Leadership style affects employee motivation.

Organizational culture is a source of motivation for employees and helps determine what drives them to work beyond routine tasks (Chaudhry & Saxena, 2022). This culture is shaped by issues of internal integration and external adaptation (Rasool & Shoukat, 2021), as well as prescriptive, developmental, clan, supportive, and open tendencies, which are relatively close to each other (ROOZĪ & TETĪK, 2022). Research by (Kanuto, 2024), and (Revathi, 2023) shows a significant influence of organizational culture on work motivation. Indicators such as organizational norms, vision, and values have a strong relationship with employee motivation (Igbaji et al., 2023). A positive and proactive organizational culture, as expressed by (Lee, 2024), involves employees in decision making, which increases their motivation, (ROOZĪ & TETĪK, 2022) identified nine dimensions of organizational culture: Prescriptive, Hierarchical, Clan, Supportive, Developmental, and Open Tendencies. Indicators of organizational culture include prescriptive behavior, bureaucracy, control, hierarchy, authority, command relationships, role clarity, participation, equality, family atmosphere, attention to interpersonal relationships, employee initiative, protection of individual rights, flexibility, growth, adaptability, and support in decision-making.. Therefore, the following hypothesis is proposed: H2: Organizational Culture Affects Employee Motivation

The influence of ideal leaders helps employees understand organizational expectations and provides appropriate structure, thereby improving organizational performance (Nguyen et al., 2023). Modern leadership is classified into three types: transformational, transactional, and laissez-faire leadership (Almahasneh et al., 2023). (Karacsony, 2021) found a significant positive relationship between leadership and organizational performance. Research (Alhashedi et al., 2021) showed that transformational leadership has a significant impact on performance, while (Alshehhi et al., 2023) found that transformational and charismatic leadership had insignificant impacts. (Alu et al., 2022) concluded that democratic leadership has a positive impact, while autocratic leadership has a negative impact. (Asiyah BiBi et al., 2023) found a significant relationship between transactional and transformational leadership and organizational performance. Therefore, the following hypothesis is proposed: H3: Leadership Style Affects Organizational Performance.

Organizational culture and organizational commitment play an important role in determining the performance or success of a company (Omar & Nik Mahmood, 2020). Organizational culture is considered a key element in achieving employee and organizational resilience (Akintunde-Adeyi et al., 2023) and is the foundation for quality management and

development (Grace et al., 2022). Research by (AlShehhi et al., 2021) shows a positive relationship between organizational culture and performance, while (Githuku et al., 2022) found the influence of organizational culture on company performance. (Akhter & Chaity, 2024) revealed a positive relationship between organizational culture, innovation, and business performance. (Cui, 2023) found a strong correlation between family-oriented culture and company performance. The indicator of technological innovation has a significant impact on performance, while the indicator of customer orientation and organizational learning does not significantly affect performance. However, social responsibility and corporate performance show a clear positive correlation. Therefore, the following hypothesis is proposed: H4: Organizational Culture influences Organizational Performance.

Organizational performance reflects the level of achievement and success achieved through the behavior of its members (Araujo et al., 2020). Motivation, as a drive to act, includes factors that drive and regulate human behavior (Agrawal & Singhal, 2021). (Mekonnen et al., 2022) stated that many studies have examined the impact of employee motivation on organizational performance, both locally and internationally. Research by (Shiferaw et al., 2020) found that employee motivation significantly and positively affects organizational performance. (Zubair, 2024) revealed a positive correlation between intrinsic motivation, creativity, and organizational performance. However, research by (Syed Azharuddin & Shaker M Al-Kahtani, 2024) showed that motivation does not have a direct and positive impact on organizational performance. Factors that improve employee performance include training, promotions, employee benefits, teamwork, and work environment (Shiferaw et al., 2020). Indicators of employee motivation include training, promotions, employee benefits, teamwork, and work environment. Therefore, the proposed hypothesis is: H5: Employee Motivation Affects Organizational Performance

Work motivation is a condition that encourages individuals to strive to achieve company goals based on personal needs (Mubarak et al., 2020). (Amintas, Bomer Pasaribu, 2021), with Motivation as an intervening variable, have a significant effect on Organizational Performance. However, research by (Tahar & Abdillah, 2021) shows that Leadership does not have a significant effect on organizational performance through the mediating variable of motivation. To survive, organizations must optimize performance through innovation, cost management, competence improvement, and continuous monitoring of results. Performance dimensions include Financial, Customer, Job Satisfaction, Quality, and Internal Business Processes (AlShehhi et al., 2021), with indicators such as profitability, sales volume, customer satisfaction, productivity, and employee feedback. Therefore, the following hypothesis is proposed: H6: Leadership Style has an effect on Organizational Performance mediated by Employee Motivation.

Every organization tries to recruit strong staff and promote this culture, because a good organizational culture increases employee motivation (Akintunde-Adeyi et al., 2023) and (Natalia, 2023). Research by (Giyanto & Rasaili, 2021) shows that organizational performance is influenced by organizational culture through employee motivation, making it a perfect mediating variable. (Talib, 2020) states that the indirect effect of organizational culture on performance through motivation is greater than its direct effect. However, research (Setiani et al., 2022) found that motivation cannot mediate between work culture and Organizational Citizenship Behavior (OCB) related to performance. Therefore, the following hypothesis is proposed: H7: Organizational Culture affects Organizational Performance mediated by Employee Motivation.

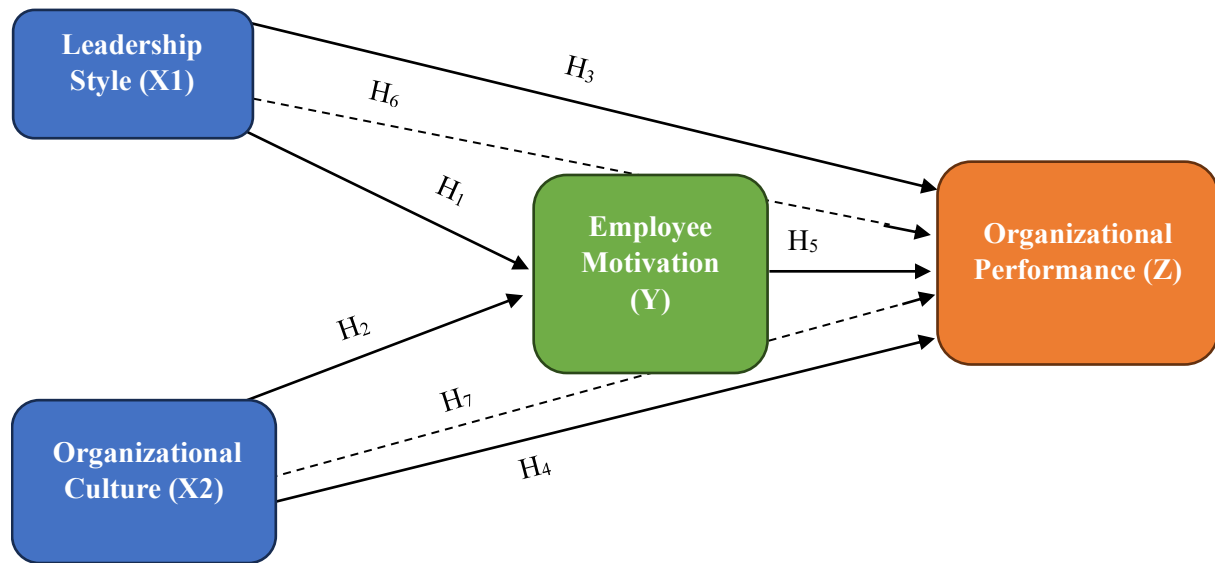


Figure 1. Research Framework

## METHOD

The data collection of this study was conducted through a survey with online and offline questionnaires, using a Likert scale of 1-5, where 1 indicates "Strongly Disagree" and 5 "Strongly Agree". Measurements based on previous studies were modified for the context of public services, especially health centers, with a quantitative approach to analyze the relationship between variables through hypothesis testing. Leadership style was measured with 8 items from (Xuefeng, 2023), organizational culture with 17 items from (ROOZI & TETİK, 2022), employee motivation with 4 items from (Shiferaw et al., 2020), and organizational performance with 10 items from (AlShehhi et al., 2021), with a total of 39 items measured. The analysis technique used was Structural Equation Modeling (SEM) using SmartPLS version 3.2.9.

According to (Zikmund, 2020), determining the target population is an important aspect in sampling, which includes not only people but also objects and other entities with certain characteristics. In this study, the population consisted of 488 health center employees in the eastern part of Bandung City. (Mexon & Ananda Kumar, 2020) stated that sample studies can be used to draw valid conclusions without examining the entire population, as long as the sample is representative. The researcher chose a 5% error tolerance level, and based on the Slovin formula, the number of samples selected was 220 employees (Santoso, 2023).

This study uses a quantitative method with a descriptive approach to analyze the influence of leadership style (X1), organizational culture (X2), employee motivation (Y), and organizational performance (Z) through the PLS model. Model evaluation includes measurement and structural testing with indicators such as loading factors, composite reliability, AVE, and VIF. Hypothesis testing is done through t-statistics or p-values, with f-square used to assess direct influence and mediation effects using the Upsilon v. R-squared statistic. R-squared measures the predictive power of the model, while Q<sup>2</sup> and NFI indicate the predictive relevance and suitability of the model. Mediation testing is done using bootstrapping, with mediation effects classified based on the Upsilon v. R value. A significant effect occurs if the t-statistic > 1.96 and the p-value < 0.05, and lower RMSE and MAE values indicate better predictive power.

## RESULTS AND DISCUSSION

This study involved 220 staff from 18 *Puskesmas* in the eastern region of Bandung City, with data collected through questionnaires. Respondents covered various roles such as Head of Administration, Finance Officer, Treasurer, Program Coordinator, and other support staff. The majority of respondents were female (84%) and aged 25-35 years (39%). Most had a Bachelor's degree or Diploma 4 (55%) and 65% were Civil Servants. Respondents working in the health sector reached 80%, with 27% having a work period of more than 21 years. The results of the study revealed various findings that were analyzed statistically, showing the significance of the results, which were presented in the form of figures, tables, and graphs.

### Outer Model

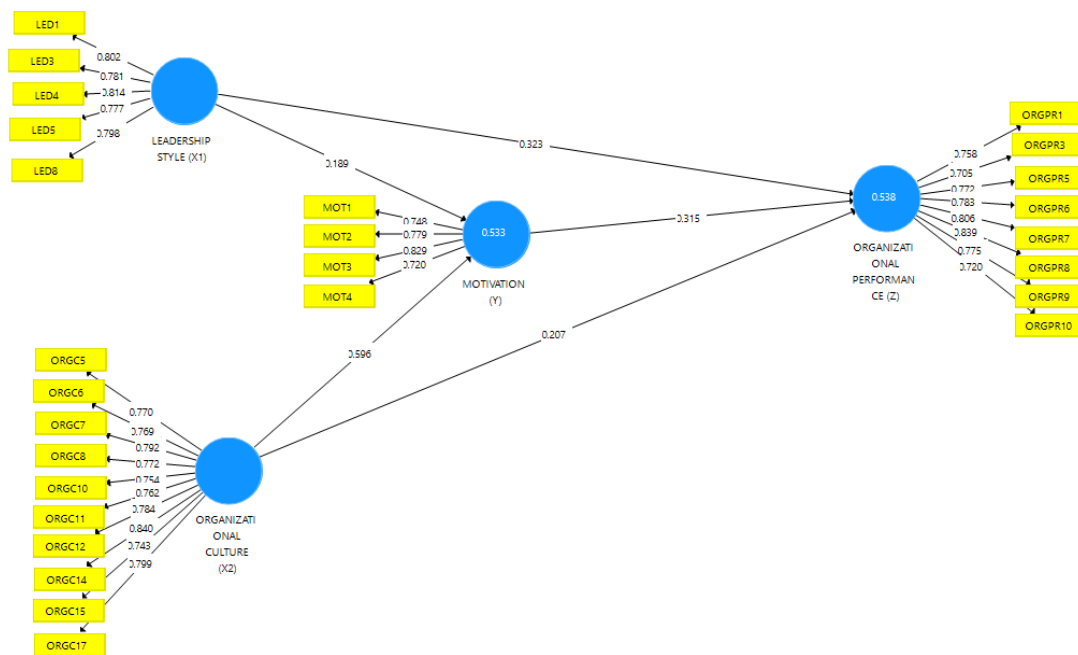
The first step to assess the reflective measurement model involves assessing the indicator loadings. The next steps are convergent validity, discriminant validity (Fornell-Larcker criteria and Heterotrait-Monotrait Ratio (HTMT)), and Composite Reliability. A summary of the reflective measurement model can be seen in Table 1. However, it should be explained that the results of the outer model test using SmartPLS version 3.2.9 for windows for the first time showed that there were indicators that had a loading factor smaller than 0.70, namely: LED2, LED6, LED7, ORGC1, ORGC2, ORGC3, ORGC4, ORGC9, ORGC16, ORGPR2, ORGPR4.

**Tabel 2 Outer Model**

Variabel	Indicator	VIF	Loading Factor	AVE	Composite Reliability	Cronbach's alpha
Leadership Style (X1)	LED1	2.265	0.802	0.631	0.895	0.855
	LED3	1.712	0.781			
	LED4	2.123	0.814			
	LED5	1.817	0.777			
	LED8	2.181	0.798			
Organizational Culture (X2)	ORGC5	2.635	0.770	0.593	0.853	0.771
	ORGC6	3.604	0.769			
	ORGC7	3.382	0.792			
	ORGC8	2.172	0.772			
	ORGC10	2.556	0.754			
	ORGC11	2.201	0.762			
	ORGC12	2.536	0.784			
	ORGC14	3.158	0.840			
	ORGC15	2.276	0.743			
	ORGC17	2.501	0.799			
Employee Motivation (Y)	MOT1	1.540	0.748	0.607	0.939	0.928
	MOT2	1.556	0.779			
	MOT3	2.040	0.829			
	MOT4	1.725	0.720			
Organizational Performance (Z)	ORGPR1	2.180	0.758	0.594	0.921	0.902
	ORGPR3	1.957	0.705			
	ORGPR5	2.142	0.772			
	ORGPR6	2.464	0.783			
	ORGPR7	2.627	0.806			
	ORGPR8	2.559	0.839			
	ORGPR9	2.151	0.775			
	ORGPR10	1.886	0.720			

Source: SmartPLS Data Processing Results version 3.2.9 for windows 2024

Based on the results of the second outer loading evaluation, the convergent validity test with the overall reflective indicator is significant because the loading factor of several indicators (Table 2) in the research variables is greater than 0.708. In addition, the Average Variance Extracted (AVE) value for the Indicator Loading variables of Leadership Style (X1), Organizational Culture (X2), Employee Motivation (Y), and Organizational Performance (Z) is greater than the loading factor threshold (rule of thumb) of 0.50, meaning that the average variance extracted value is greater than 0.50 ( $AVE \geq 0.50$ ) (Hair et al., 2019). This also shows



that all exogenous and endogenous variable indicators are suitable for use in this study.

**Figure 2. SmartPLS Measurement Model**

Source: SmartPLS Data Processing Results version 3.2.9 for windows 2024

### Discriminant validity

The discriminant validity evaluation step in this study uses the output from SmartPLS version 3.2.9 for Windows. Based on the Fornell-Larcker criteria, the AVE value is higher than the correlation between latent variables, for example Leadership Style (X1) has a value of 0.794. However, according to (Roemer et al., 2021) and (Hair et al., 2019), the Fornell-Larcker criteria are not always effective, especially if the difference in indicator loadings is small. As an alternative, the Heterotrait-Monotrait Ratio (HTMT) method is used with a threshold of 0.85-0.90. A ratio value below 0.90 indicates good discriminant validity, with an HTMT ratio value below the threshold (0.677-0.830), indicating construct validity. In addition, all indicators have higher loadings on their respective constructs than other constructs (cross-loadings), for example Leadership Style with indicator loadings between 0.778 and 0.816. Composite reliability was assessed, with all constructs having values above 0.70, including Cronbach's Alpha which was also above 0.70. This indicates that the construct has good reliability, as stated by (Hair et al., 2019).

**Tabel 3 Fornell-Lacker Criterion**

Leadership Style (X1)	Motivation (Y)	Organizational Culture (X2)	Organizational Performance (Z)
--------------------------	----------------	--------------------------------	-----------------------------------

Leadership Style (X1)	0.794			
Motivation (Y)	0.563	0.770		
Organizational Culture (X2)	0.627	0.715	0.779	
Organizational Performance (Z)	0.630	0.645	0.635	0.771

Source: SmartPLS Data Processing Results version 3.2.9 for windows 2024

Fornell and Lacker's criteria are that the AVE root of the variable is greater than the correlation between the variables. The Leadership Style variable has an AVE root (0.794) that is more correlated with motivation (0.563), a greater correlation with organizational culture (0.627) and a greater correlation with organizational performance (0.630). The Motivation variable has an AVE root (0.770) that is more correlated with organizational culture (0.715) and a greater correlation with organizational performance (0.645). The organizational culture variable has an AVE root (0.779) that is more correlated with organizational performance (0.635). The organizational performance variable has an AVE root (0.771). These results indicate that the discriminant validity of the leadership style, motivation, organizational culture and organizational performance variables is met. This is also supported by other indicators, namely through the heterotrait-monotrait ratio of correlations (HTMT) test. According to (Roemer et al., 2021) an HTMT value of less than 0.90 indicates that the instrument used has good discriminant validity. Table 4.22 shows the HTMT values for each research variable:

**Tabel 4 Heterotrait – Monotrait Ratio (HTMT)**

	Leadership Style (X1)	Motivation (Y)	Organizational Culture (X2)	Organizational Performance (Z)
Leadership Style (X1)				
Motivation (Y)	0.677			
Organizational Culture (X2)	0.701	0.830		
Organizational Performance (Z)	0.701	0.764	0.669	

Source: SmartPLS Data Processing Results version 3.2.9 for windows 2024

The test results show that the HTMT value is below 0.90 for the variable pair, so the discriminant validity is achieved. The variable divides the variation of the measurement item into the item that measures it more strongly than dividing the variance into other variable items.

## Structural Model

Based on Table 5, the coefficient of determination shows that: (1) the influence of Leadership Style and Organizational Culture on Employee Motivation is 0.533, which means that the exogenous variable predicts Employee Motivation by 53.30% and is in the moderate category; (2) the influence of Leadership Style, Organizational Culture, and Employee Motivation on Organizational Performance is 0.538, which shows a prediction of 53.80% and is also in the moderate category. The  $f^2$  test is used to assess the substantive influence of exogenous variables on endogenous variables. According to (Hair et al., 2019),  $f^2$  values of 0.02, 0.15, and 0.35 represent small, medium, and large effects. The results of the study show an average  $f^2$  value at a small effect level. The predictive relevance of  $Q^2$  for the endogenous variables Employee Motivation (Y) and Organizational Performance (Z) are 0.514 and 0.461, respectively. It shows strong predictive power ( $Q^2 = 0.514 \geq 0.50$ ) for Employee Motivation and medium ( $Q^2 = 0.461 < 0.50$ ) for Organizational Performance, indicating good predictive accuracy, in accordance with the guidelines (Hair et al., 2019).

**Tabel 5 Reflective Inner Model Evaluation**

Structural Model	Coefficients of Determination (R <sup>2</sup> )	Effect Size- f <sup>2</sup>	Q <sup>2</sup> predict
Leadership Style (X1)- > Employee Motivation (Y)	0.533	0.046	0.514
Organizational Culture (X2) -> Employee Motivation (Y)		0.462	
Leadership Style (X1)- > Organizational Performance (Z)	0.538	0.131	0.461
Motivation (Y) -> Organizational Performance (Z)		0.101	
Organizational Culture (X2) -> Organizational Performance (Z)		0.038	

Source: SmartPLS Data Processing Results version 3.2.9 for windows 2024

To assess the significance of the predictive model in testing the structural model, the t-statistic values between exogenous and endogenous variables can be seen in Table 4, Bootstrapping Output from SmartPLS version 3.2.9 for Windows, as follows:

**Table 6 Hypothesis Testing (Direct Effect)**

	Path Coefficient	T Values	P Values	Result
H1. Leadership Style (X1) -> Motivation (Y)	0.189	3.020	0.002	Supported
H2. Organizational Culture (X2) -> Motivation (Y)	0.596	9.296	0.000	Supported
H3. Leadership Style (X1) -> Organizational Performance (Z)	0.323	3.895	0.000	Supported
H4. Organizational Culture (X2) -> Organizational Performance (Z)	0.207	2.244	0.025	Supported
H5. Motivation (Y) -> Organizational Performance (Z)	0.315	3.658	0.000	Supported

Source: SmartPLS Data Processing Results version 3.2.9 for windows 2024

Based on Table 6 it can be concluded that all hypothesis is accepted. Table 7 presents the results of the indirect hypothesis testing:

**Table 7 Hypothesis Testing (indirect Effect)**

	Path Coefficient	T Values	P Values	Upsilon v	Result
H6. Leadership Style (X1) → Employee Motivation (Y) → Organizational Performance (Z)	0.060	2.165	0.030	$(0,189)^2 \times (0,315)^2 = 0,035721 \times 0,099225 = 0,00354442$	Supported
H7. Organizational Culture (X2) → Employee Motivation (Y) → Organizational Performance (Z)	0.188	3.530	0.000	$(0,596)^2 \times (0,315)^2 = 0,355216 \times 0,099225 = 0,0352463076$	Supported

Source: SmartPLS Data Processing Results version 3.2.9 for windows 2024

Upsilon v refers to the size of the mediation effect that shows the magnitude of the influence of the mediating variable at the structural level (Lachowicz et al., 2018). According to (Hair et al., 2021), the mediation effect can be measured by squaring the mediation coefficient. The size of the Upsilon v mediation effect shows how much influence the mediating variable has. The interpretation of the Upsilon v value refers to the recommendations (Ogbeibu et al., 2021), namely 0.175 (high mediation effect), 0.075 (moderate mediation effect), and 0.01 (low mediation effect). The mediation effect is calculated by multiplying the squares of the two direct effects, which allows for manual measurement of the mediation effect at the structural level.

This study involved four variables, namely Leadership Style (X1), Organizational Culture (X2), Motivation (Y), and Organizational Performance (Z). The analysis was conducted on 220 respondents from Public Health Center in East Bandung using a questionnaire

containing 39 items, and processed with SmartPLS version 3.2.9. This study tested the influence between dependent, mediating, and independent variables.

**Direct Influence of Leadership Style on Motivation.** Based on the bootstrapping results, Leadership Style has a positive and significant effect on Motivation (t-statistic = 3.020; p-value = 0.003). This supports research (Altheeb, 2020) which concluded that Leadership Style plays a role in increasing employee work motivation.

**Direct Influence of Organizational Culture on Motivation.** Organizational Culture has a positive and significant effect on Motivation (t-statistic = 9.296; p-value = 0.000), in accordance with the findings (ROOZI & TETIK, 2022), which show that a good organizational culture can increase employee work motivation.

**Direct Effect of Leadership Style on Organizational Performance.** Leadership Style has a positive and significant effect on Organizational Performance (t-statistic = 3.895; p-value = 0.000), in line with research (Karacsony, 2021), which shows that an effective Leadership Style can improve organizational performance.

**Direct Effect of Organizational Culture on Organizational Performance** Organizational Culture also has a positive and significant effect on Organizational Performance (t-statistic = 2.244; p-value = 0.025), supporting the results of research (Grace et al., 2022), which shows a positive relationship between organizational culture and organizational performance.

**Direct Effect of Motivation on Organizational Performance.** Employee Motivation has a positive and significant effect on Organizational Performance (t-statistic = 3.658; p-value = 0.000), supporting the findings (Araujo et al., 2020), which state that employee motivation can improve organizational performance.

**The Mediating Effect of Motivation between Leadership Style and Organizational Performance.** Motivation mediates the effect of Leadership Style on Organizational Performance (t-statistic = 2.165; p-value = 0.030), but with a relatively low level of influence (upsilon  $v$  = 0.00354442), in line with the findings (Amintas, Bomer Pasaribu, 2021).

**The Mediating Effect of Motivation between Organizational Culture and Organizational Performance.** Motivation also mediates the influence of Organizational Culture on Organizational Performance (t-statistic = 3.530; p-value = 0.000) with a low structural influence (upsilon  $v$  = 0.0352463076), in accordance with research (Giyanto & Rasaili, 2021).

This study confirms the importance of Leadership Style and Organizational Culture in increasing motivation and performance at the Puskesmas.

## CONCLUSION

Referring to the results of data analysis and discussion regarding the research on the influence of leadership style and organizational culture on organizational performance through employee motivation as a mediating variable at the *Puskesmas* located in the East Bandung City area, several conclusions can be drawn as follows: The results of the study indicate that leadership style has a positive and significant effect on organizational performance; The results of the study indicate that organizational culture has a positive and significant effect on organizational performance at the *Puskesmas* in the East Bandung City area; The results of the study indicate that employee motivation mediates the influence of leadership style on organizational performance at the *Puskesmas* in the East Bandung City area. Further research can focus on identifying certain elements of Motivation that most affect performance, such as Teamwork, Work Environment, Training, Employee Benefits or Promotion. In addition, further research can examine how various aspects of leadership style, such as Idealized Influence, contingent rewards, punishment, Autonomy and flexibility contribute to organizational performance. Also, research on organizational culture from various aspects such as Prescriptive behavior, Bureaucratic control is observed, hierarchy, authority, command-command relationship, clarity of roles and positions, functionality or participation, equality in

the business environment, family environment, concern for interpersonal relationships, Employee initiative, protection of individual rights, Flexibility, growth, adaptability or stability and stagnation, discussing problems in disputes and conflicts, level of support or resistance when decisions are easily discussed and taken openly, Rationality, success and competence, creating unity and cooperation and Focus on results contribute to organizational performance. Longitudinal studies can also be conducted to evaluate how changes in employee motivation, leadership style and organizational culture affect organizational performance over time. Further analysis can be expanded to cover different types of organizations or other industry sectors.

This study suggests practical recommendations to focus on improving aspects of Employee Motivation that directly affect leadership style and organizational culture. By optimizing these aspects, *Puskesmas* Bandung City can improve Organizational Performance, This will not only improve organizational achievement but also support the achievement of overall organizational goals. 5. For future research exploring how Employee Motivation mediates the influence of leadership style and organizational culture on organizational performance, several theoretical suggestions can be considered. First, research can utilize motivational theories such as Maslow's Theory of Needs or Herzberg's Two Factor Theory to understand how basic needs and intrinsic motivation relate to Organizational Performance. Investigating how work-life balance fulfills basic needs and enhances employee motivation can provide insight into the mediation mechanism. Second, leadership style theories, such as Bass's (1985) and Burn's (1978) Transformational, Transactional, and Laissez-faire Leadership Style Theories, can be used to explain how leaders who support and empower their employees can improve their motivation and performance. Research can explore the various dimensions of transformational, transactional, and Laissez-faire leadership styles and how each interacts with leadership style. Third, Schein (1992) and Camaron & Quin (2006) organizational culture theories can be used to assess how strong work cultures such as collaborative spirit, service orientation and adherence to operational standards can improve the efficiency and effectiveness of an organization. Finally, a longitudinal approach can be adopted to understand how the relationship between leadership style, organizational culture and employee motivation evolves over time and affects organizational performance. This approach allows for the observation of dynamic and long-term changes in these factors. Using this theoretical framework, future research can provide a deeper understanding of the complex relationship between leadership style, work culture, employee motivation and organizational performance.

## REFERENCES

- Abu Bakr. (2020). Impact of Employee Motivation on Organizational Performance. *International Journal of Advanced Research*, 7(10), 166–172. <https://doi.org/10.21474/ijar01/9818>
- Afshan Jabeen, M. A. K. & M. M. (2020). EXPLORING THE INFLUENCE OF LEADERSHIP STYLES ON PROFESSIONAL MOTIVATION. *2020 Gomal University Journal of Research*, 36(1), 52–62.
- Agrawal, A., & Singhal, H. (2021). Internationaljournalof Multidisciplinaryeducationalresearch Impact of Employee Motivation on Organizational Performance 1. *Peer Reviewed and Refereed Journal*, 514(10), 143–150. [www.ijmer.in](http://www.ijmer.in)
- Akhter, P., & Chaity, N. S. (2024). Explores the Relationship between Organizational Culture and Organizational Performance in the Bangladeshi Microfinance Sector: Organizational Innovation is a Mediating Factor. *European Scientific Journal ESJ*, 27, 434–452. <https://doi.org/10.19044/esipreprint.3.2024.p434>
- Akintunde-Adeyi, J. F., Akinbode, J. O., & Akinola, E. T. (2023). Employees' Resilience, Organizational Culture and Sustainable Performance of Tertiary Hospitals in Oyo State,

- Nigeria. *International Journal of Professional Business Review*, 8(11), e03350. <https://doi.org/10.26668/businessreview/2023.v8i11.3350>
- Alhashedi, A. A. A., Bardai, B., Al-Dubai, M. M. M., & Alaghbari, M. A. (2021). Organizational citizenship behavior role in mediating the effect of transformational leadership on organizational performance in gold industry of Saudi Arabia. *Business: Theory and Practice*, 22(1), 39–54. <https://doi.org/10.3846/btp.2021.12774>
- Almahasneh, Y. A. S., Rahman, M. S. B. A., Omar, K. B., & Zulkiffli, S. N. A. (2023). The Impact of Organizational Culture and Leadership Styles on the Performance of Public Organizations. *Corporate Governance and Organizational Behavior Review*, 7(1), 158–165. <https://doi.org/10.22495/cgobrv7i1p15>
- Almaqableha, A., & Omarb, K. (2024). Nexus of Leadership Style, Organizational Climate, Motivation and OCB in Jordanian Telecommunications. *Revista de Gestão Social e Ambiental*, 18(5), e05594. <https://doi.org/10.24857/rgsa.v18n5-071>
- Alshehhi, H. A., Jano, Z., & Kudus, N. (2023). Exploring Leadership Styles Adopted in Organizational Performance of ADNOC Company. *International Journal of Sustainable Construction Engineering and Technology*, 14(2), 63–75. <https://doi.org/10.30880/ijscet.2023.14.02.007>
- AlShehhi, N., AlZaabi, F., Alnahhal, M., Sakhrieh, A., & Tabash, M. I. (2021). The effect of organizational culture on the performance of UAE organizations. *Cogent Business and Management*, 8(1). <https://doi.org/10.1080/23311975.2021.1980934>
- Altheeb, S. Al. (2020). Leadership Style and Employee Motivation: A Study of Saudi Arabian Work Environment. *Propósitos y Representaciones*, 8(SPE2). <https://doi.org/10.20511/pyr2020.v8nspe2.661>
- Alu, A. J., Cross, D., & Daniel, O. (2022). Effect of Leadership Style on the Performance of Small and Medium-Scale Enterprises (Smes) in Federal Capital Territory (Fct) Abuja. *World Journal of Management and Business Studies*, 2(1), 2795–2525.
- Amintas, Bomer Pasaribu, G. (2021). The Influence of Leadership and Organizational Commitment on Employee Performance Through Working Disciplines As Intervening Variables. *Dinasti International Journal of Management Science*, 3(1), 1–22. <https://doi.org/10.31933/dijms.v3i1.928>
- Araujo, C. C., Endang, E. G., & Soares, A. D. C. (2020). The Effect of Leadership and Employee Motivation on Business Success and Organizational Performance (Study at Aeroporto Presidente Nicolau Lobato, Dili and Timor Leste). *International Journal of Multicultural and Multireligious Understanding*, 7(7), 506–514. <http://ijmmu.comhttp://dx.doi.org/10.18415/ijmmu.v7i7.1887>
- Asiyah BiBi, Siddique, M., & Afia Saadat. (2023). An empirical Evidence on the Relationship between Leadership Styles and Organizational Performance. *Open Access Organization and Management Review*, 1(2), 22–28. [https://doi.org/10.59644/oagmr.1\(2\).22](https://doi.org/10.59644/oagmr.1(2).22)
- Bakri, M. H., Al Mazrouei, A. A., Ismail, A. F., Md Razak, M. I., & De Mello, G. (2023). The Impact of Leadership Styles Among UAE Municipalities Employees. *Global Business and Finance Review*, 28(4), 115–131. <https://doi.org/10.17549/gbfr.2023.28.4.115>
- Chaudhry, R., & Saxena, S. (2022). Identification of Relationship between Organizational Culture and Employee Motivation in Telecom Sector. 24(1), 7–14.
- Cui, L. (2023). The Organizational Culture and Organizational Performance of The Construction Industry in Jiangsu. *Frontiers in Business, Economics and Management*, 11(1), 228–235. <https://doi.org/10.54097/fbem.v11i1.12039>
- Dewi, D. Kusumawati, Zaelani, A., & Aba, M. (2024). The Influence of the Leadership Style of the Head of Panca Health Center on Employee Performance in 2023. *Promotor*, 7(1), 6–13. <https://doi.org/10.32832/pro.v7i1.473>
- Fonseca Da Costa Guterres, L., Armanu, & Rofiaty. (2020). The role of work motivation as a

- mediator on the influence of education-training and leadership style on employee performance. *Management Science Letters*, 10(7), 1497–1504. <https://doi.org/10.5267/j.msl.2019.12.017>
- Githuku, G. K., Kinyua PhD, G., & Muchemi PhD, A. (2022). Learning Organization Culture and Firm Performance: A Review of Literature. *International Journal of Managerial Studies and Research*, 10(2), 38–50. <https://doi.org/10.20431/2349-0349.1002005>
- Giyanto, G., & Rasaili, W. (2021). The Influence of Organizational Culture on Organizational Performance with Employee Motivation as a Mediation Variable at the Regional Development Planning .... *with Employee Motivation ...*, 10(11), 227–232. <https://doi.org/10.21275/SR21826051658>
- Grace, N., Osewe, R. A., & Indiya, G. D. (2022). Influence Of Organization Culture On Organization Performance Of Nairobi County Government Kenya. *Ijiras.Com*, 9(8). [https://www.ijiras.com/2022/Vol\\_9-Issue\\_8/paper\\_10.pdf](https://www.ijiras.com/2022/Vol_9-Issue_8/paper_10.pdf)
- Hair, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., & Ray, S. (2021). *Evaluation of Formative Measurement Models*. [https://doi.org/10.1007/978-3-030-80519-7\\_5](https://doi.org/10.1007/978-3-030-80519-7_5)
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2–24. <https://doi.org/10.1108/EBR-11-2018-0203>
- Hakim, A. L., Nur, F. E., & Nujulah, F. (2021). *the Effect of the Effect of Work Motivation and Leadership on Employee Performance*. 11(2).
- Igbaji, P. M., Eja, B. E., Njobili, E. M., & Etim, A. U. (2023). The Moderating Role of Innovation on Organizational Culture and Employee Motivation. *Frontiers in Management Science*, 2(4), 80–88. <https://doi.org/10.56397/fms.2023.08.07>
- Kanuto, A. E. (2024). *The Influence of Organizational Culture on Employee Motivation and Performance : Implications for HR Policy*. 36–50. <https://doi.org/10.58970/IJSB.2374>
- Karacsony, P. (2021). Relationship between the leadership style and organizational performance in Hungary. *Economic Annals-XXI*, 190(5), 128–135. <https://doi.org/10.21003/EA.V190-12>
- Lachowicz, M. J., Preacher, K. J., & Kelley, K. (2018). A novel measure of effect size for mediation analysis. *Psychological Methods*, 23(2), 244–261. <https://doi.org/10.1037/met0000165>
- Lee, J. (2024). *The Mediating Role of Psychological Empowerment between Leadership and Motivation for Retail Store Workers*. 5, 131–138.
- Mekonnen, M. Z. D., Negash, M. G. G., & Ayalew, M. Z. (2022). Effects of Employee Motivation on Organizational Performance; the Case of Arba Minch University, Sawla Campus Ethiopia. *Journal of Production, Operations Management and Economics*, 24, 39–52. <https://doi.org/10.55529/jpome.24.39.52>
- Mexon, J., & Ananda Kumar, A. (2020). Business Research Methods. In *Business Research Methods*. <https://doi.org/10.22573/spg.020.bk/s/026>
- Mubarak, R. B., Kurniawanto, H., & Sriwido, U. (2020). Pengaruh Gaya Kepemimpinan dan Komitmen Organisasi terhadap Kinerja dengan Motivasi Kerja Sebagai Variabel Mediasi Aparatur Sipil Negara Pada Dinas Lingkungan Hidup Kabupaten Ponorogo. *Jurnal Manajemen Sumber Daya Manusia*, 13(2), 175–187. <http://ejurnal.unisri.ac.id/index.php/Manajemen/article/view/3599%0Ahttps://ejurnal.unisri.ac.id/index.php/Manajemen/article/download/3599/2982>
- Natalia, L. (2023). Work Motivation Mediates Organizational Culture on Performance. *Journal of Business Management and Economic Development*, 1(01), 10–16. <https://doi.org/10.59653/jbmed.v1i01.17>
- Nguyen, N. P., Hang, N. T. T., Hiep, N., & Flynn, O. (2023). Does transformational leadership

- influence organisational culture and organisational performance: Empirical evidence from an emerging country. *IIMB Management Review*, 35(4), 382–392. <https://doi.org/10.1016/j.iimb.2023.10.001>
- Ogbeibu, S., Jabbour, C. J. C., Gaskin, J., Senadjki, A., & Hughes, M. (2021). Leveraging STARA competencies and green creativity to boost green organisational innovative evidence: A praxis for sustainable development. *Business Strategy and the Environment*, 30(5), 2421–2440. <https://doi.org/10.1002/bse.2754>
- Omar, M. I., & Nik Mahmood, N. H. (2020). Mediating the effect of organizational culture on the relationship between training and development and organizational performance. *Management Science Letters*, 10(16), 3793–3800. <https://doi.org/10.5267/j.msl.2020.7.032>
- Rasool, Z., & Shoukat, R. (2021). Organization Culture Change and its Effect on Women's Motivation. *Annals of Social Sciences and Perspective*, 2(2), 269–285. <https://doi.org/10.52700/assap.v2i2.84>
- Revathi, K. (2023). *The Effectiveness of Organizational Culture on Employees Motivation in Manufacturing Companies*. 10, 5194–5202.
- Roemer, E., Schuberth, F., & Henseler, J. (2021). HTMT2—an improved criterion for assessing discriminant validity in structural equation modeling. *Industrial Management and Data Systems*, 121(12), 2637–2650. <https://doi.org/10.1108/IMDS-02-2021-0082>
- ROOZİ, M. A., & TETİK, S. (2022). a Comparative Study of the Relationship Between Organizational Culture and Personnel Motivation: Example of Turkey and .... *Visionary E-Journal/Vizyoner Dergisi*, 1354–1375. <https://search.ebscohost.com/login.aspx?direct=true&profile=ehost&scope=site&authype=crawler&jrnl=13089552&AN=161047415&h=tNfP0mXFpzJ6SkQrcWGWi%2FIM1JA8SItZLGxy%2B1kQxhmkNkWw9DJSx6p%2BX1TFcnqqROCgdnPM33KkuF9hBsBpwQ%3D%3D&crl=c>
- Santoso, A. (2023). Rumus Slovin : Panacea Masalah Ukuran Sampel ? *Suksma :Jurnal Psikologi Universitas Sanata Dharma*, Vol. 4, No, 20. <https://doi.org/https://doi.org/10.24071/suksma.v4i2.6434>
- Setiani, S., Sudarmiatin, S., & Hermawan, A. (2022). Motivation Role in Mediating the Effect of Work Culture and Organizational Citizenship Behavior on Performance. *Journal of Economics, Finance and Management Studies*, 05(11), 3422–3429. <https://doi.org/10.47191/jefms/v5-i11-28>
- Shiferaw, W., Kelkay, S., Negash, E., & Asmare, A. (2020). Effects of Employee Motivation on Organizational Performance At Ethiopian Telecom South West Region Jimma. *Integrated Journal of Business and Economics*, 4(3), 305. <https://doi.org/10.33019/ijbe.v4i3.303>
- Sokolic, D., Croitoru, G., Florea, N. V., Robescu, V. O., & Cosac, A. (2024). The Effect of Leadership Styles on Employee Motivation and Organizational Performance in Public Sector Organizations. *Valahian Journal of Economic Studies*, 15(1), 53–72. <https://doi.org/10.2478/vjes-2024-0005>
- Syed Azharuddin, & Shaker M Al-Kahtani. (2024). The impact of human capital dimensions on organizational performance in Yemeni Islamic banks: Motivation is a modified variable. *International Journal of Science and Research Archive*, 11(1), 849–866. <https://doi.org/10.30574/ijrsra.2024.11.1.0197>
- Tahar, A., & Abdillah, M. A. (2021). The Influence of Leadership Style on Managerial Performance of Village Governments with Motivation as Mediation. *Journal of Economics and Business*, 4(1). <https://doi.org/10.31014/aior.1992.04.01.328>
- Talib, M. A. (2020). The Influence of Work Environment and Organizational Culture on Organization Performance Through Motivation as a Mediation Variables on Pt. Semen

- Baturaja (PERSERO). *International Journal of Arts and Social Science Wwww.Ijassjournal.Com* ISSN: 2581-7922, Volume 3 Issue 5, September-October 2020, 3(5), 32–40.
- Taouil, I., Bedriye, N., & Arapoğlu, B. (2023). the Effects of Transformational, Transactional, and Laissez-Faire Leadership Styles on Employee Motivation: a Quantitative Study Conducted on the Private Sector in Morocco. *International Research Journal of Modernization in Engineering Technology & Science*, 07, 816–826. <https://doi.org/10.56726/irjmets43075>
- Tunnufus, Z., & Noor, J. (2022). Links Between Human Resource Management Practices, Work Motivation, and Work Commitment in Indonesia Banking. *Asia Pacific Management and Business Application*, 011(01), 119–130. <https://doi.org/10.21776/ub.apmba.2022.011.01.8>
- Xuefeng, Q. (2023). The Effect of Leadership Style on Employee Motivation: A Case Study of Manufacturing Companies. *Journal of Management and Administration Provision*, 3(1), 12–16. <https://doi.org/10.55885/jmap.v3i1.221>
- Zikmund, W. G. (2020). *Business Research Methods*. 41–59. <https://doi.org/10.4018/978-1-7998-1086-5.ch003>
- Zubair, S. S. (2024). Employee ' s Motivation and Organizational Performance : Role of Employee ' s Novelty. *Pakistan Journal of Law, Analysis and Wisdom*, 3(3), 133–140.