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The Influence of Leadership Style and Organizational Culture on Employee Performance through Motivation in the Community and Village Empowerment Service of West Tanjung Jabung Regency

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Abstract: This study aims to analyze the influence of leadership style and organizational culture on employee performance through motivation at the Community and Village Empowerment Office of West Tanjung Jabung Regency. The study used a quantitative approach with a survey method. The study population was all employees of the Community and Village Empowerment Office of West Tanjung Jabung Regency, with a sample of 49 respondents determined using a sampling technique based on the characteristics of the study population. Data were collected through questionnaires using a five-point Likert scale. Data were analyzed using path analysis using IBM SPSS Statistics 22 to test the direct and indirect effects between variables. The results showed that leadership style had a positive and significant effect on employee motivation. Organizational culture also had a positive and significant effect on motivation. Furthermore, leadership style and organizational culture were proven to have a positive and significant effect on employee performance. Motivation had a positive and significant effect on employee performance and was able to mediate the influence of leadership style and organizational culture on employee performance. The research findings indicate that improving leadership quality and strengthening organizational culture are important factors in increasing motivation, which ultimately impacts employee performance. Therefore, organizations need to implement a participatory leadership style and build a conducive organizational culture to encourage employee motivation and optimize performance.

Keywords: Leadership Style, Organizational Culture, Motivation, Employee Performance, Path Analysis

INTRODUCTION

Employee performance is one of the main factors determining an organization's success in achieving its goals. In public sector organizations, employee performance plays a crucial

role in improving the quality of public services, the effectiveness of government program implementation, and the accountability of government administration. Robbins and Judge (2022) explain that performance is the outcome achieved by individuals based on their abilities, efforts, and opportunities in carrying out organizational tasks.

One factor influencing employee performance is leadership style. Leadership is the process of influencing individuals or groups to willingly work towards achieving organizational goals. According to Yukl (2020), effective leaders are able to direct, motivate, and develop their subordinates, resulting in improved performance. House (1996), through Path-Goal Theory, also explains that leader behavior that provides direction, support, participation, and an achievement orientation can increase subordinate work motivation, which ultimately impacts performance.

Besides leadership style, organizational culture is a crucial factor influencing employee behavior and performance. Denison (2000) states that an effective organizational culture is characterized by four main dimensions: involvement, consistency, adaptability, and mission. A strong organizational culture builds commitment, enhances collaboration, and creates a conducive work environment, encouraging employees to deliver their best performance. Robbins and Judge (2022) also emphasize that organizational culture is a system of shared meaning that distinguishes one organization from another and influences the attitudes and behaviors of its members.

Motivation is a crucial variable in explaining the relationship between leadership style, organizational culture, and employee performance. According to Maslow (Zahari et al., 2022), motivation arises from the drive to fulfill needs ranging from physiological needs to self-actualization. Highly motivated employees tend to work harder, exhibit high levels of commitment, and achieve optimal performance. Armstrong (2020) adds that motivation is a key determinant of performance management because it influences employee effort, persistence, and productivity.

Several previous studies have shown a positive relationship between leadership style, organizational culture, motivation, and employee performance. Research by Eliyana et al. (2019) in *Systematic Reviews in Pharmacy* found that leadership positively impacts employee performance by increasing work motivation. The study also demonstrated that motivation acts as a mediating variable, strengthening the relationship between leadership and performance. Furthermore, research by Paais and Pattiruhu (2020), published in the *Journal of Asian Finance, Economics, and Business*, demonstrated that organizational culture and leadership style significantly influence employee performance, with motivation serving as an intervening variable.

Another study conducted by Specchia et al. (2021) concluded that a positive organizational culture can increase employee engagement, job satisfaction, and organizational performance. The results of this study indicate that organizations with a strong culture are better able to increase employee productivity than those with a weak culture.

The Community and Village Empowerment Office of West Tanjung Jabung Regency is a regional agency with a strategic role in village governance, community empowerment, and the implementation of community-based development programs. The success of these tasks is largely determined by employee performance. However, various challenges remain, including the suboptimal implementation of leadership styles, strengthening organizational culture, and increasing employee work motivation. This situation indicates the need for research to examine how leadership style and organizational culture influence employee performance through motivation as a mediating variable.

Based on theory and previous research, this study aims to analyze the influence of leadership style and organizational culture on employee performance through motivation at the Community and Village Empowerment Office of West Tanjung Jabung Regency.

METHODS

This study used a quantitative approach with an explanatory research design to analyze the influence of leadership style and organizational culture on employee performance through motivation at the Community and Village Empowerment Office of West Tanjung Jabung Regency. The study population consisted of 49 employees, all of whom were sampled using a saturated sampling technique (total sampling).

The research data consisted of primary data obtained through a questionnaire using a five-point Likert scale and secondary data from relevant documents and literature (Sudirman et al., 2020). The research variables included leadership style (X_1), organizational culture (X_2), motivation (Y), and employee performance (Z).

Prior to analysis, the research instruments were tested for validity and reliability. Next, the data were analyzed using path analysis with IBM SPSS Statistics 22. Hypotheses were tested through regression analysis to determine the direct and indirect effects between variables. The role of motivation as a mediating variable was tested using the Sobel Test, with a significance level of 5% ($\alpha = 0.05$).

RESULTS AND DISCUSSION

Respondent Characteristics

The following describes the characteristics of respondents based on gender, age, education level, and length of service. The questionnaire was distributed to 49 employees at the Community and Village Empowerment Office of West Tanjung Jabung Regency.

Table 1. Respondent Characteristics

No	Respondent Characteristics	Respondent	Persentase (%)
Gender			
1	Male	25	51,02
2	Female	24	48,98
Total		49	100
Age Group			
1	21 – 30 Years	4	8,16
2	31 – 40 Years	20	40,82
3	41 – 50 Years	19	38,78
4	51 – 58 Years	6	12,24
Total		49	100
Educational Level			
1	High School/Equivalent	22	44,90
2	Diploma	1	2,04
3	Bachelor's Degree (S1)	24	48,98
4	Master's Degree (S2)	2	4,08
Total		49	100
Working Period Group			
1	< 5 Years	8	16,33
2	5 – 10 Years	7	14,29
3	11 – 15 Years	17	34,69
4	16 – 20 Years	11	22,45
5	> 20 Years	6	12,24
Total		49	100

Source: Primary data, processed (2026)

Table 1 shows that 51.02 percent of respondents were male, while 48.98 percent were female. The ratio of male and female respondents was relatively balanced, reflecting a gender balance among employees at the Community and Village Empowerment Service of West Tanjung Jabung Regency. The majority of respondents were in the productive age group,

between 31 and 40 years old (40.82 percent). This indicates that employees possess adequate skills and experience to carry out organizational tasks.

The majority of respondents had a Bachelor's degree (S1), at 48.98 percent. This indicates that employees possess a sufficient educational background to support the implementation of government duties and public service. The majority of respondents had tenure of 11 to 15 years, at 34.69 percent. This relatively long tenure indicates that employees have experience, an understanding of organizational culture, and the ability to carry out their duties and responsibilities.

Descriptive Analysis of Research Variables

Descriptive analysis of the data from this study was used to analyze respondents' responses to each indicator of the research variables. The results of questionnaires distributed to 49 respondents regarding the research variables are shown in the following table:

Table 2. Results of Descriptive Analysis Per Variable

Variables	Item	Total Score	Scale Range	Category
Leadership Style (X ₁)	10	1978	1666 – 2057	Good
Organizational Culture (X ₂)	12	2420	1999,2 - 2469,5	Good
Motivation (Y)	12	2414	1999,2 - 2469,5	High
Employee Performance (Z)	12	2411	1999,2 - 2469,5	High

Source: Primary data, processed (2026)

The results of this study indicate that each employee has a positive perception of the variables leadership style (X₁), organizational culture (X₂), motivation (Y), and employee performance (Z). The total score for each variable: leadership style was 1978, categorized as good/high, organizational culture was 2420, categorized as good, and motivation was 2414, categorized as good. Employee Performance was 2411, categorized as good.

Path Analysis

Path analysis is used to determine the magnitude of the relationship or direct and indirect influence between exogenous (independent) variables and endogenous (dependent) variables. Based on the results of data processing using SPSS V.22, the beta value of the path coefficient for the variables leadership style (X₁) and organizational culture (X₂) through motivation (Y) on employee performance (Z) is as follows:

Table 3. Path Coefficient (Beta) Values

Model	Unstandardized Coefficient		Unstandardized Coefficient
	B	Std. Error	Beta
Leadership Style (X ₁) → Motivation (Y)	0,605	0,178	0,516
Organizational Culture (X ₂) → Motivation (Y)	0,467	0,149	0,475
Leadership Style (X ₁) → Employee Performance (Z)	1,005	0,086	0,841
Organizational Culture (X ₂) → Employee Performance (Z)	0,158	0,072	0,158
Motivation (Y) → Employee Performance (Z)	1,005	0,024	0,987

Source: SPSS 22.0 output for Windows.

To answer the research objective of examining the influence of leadership style and organizational culture on employee performance through motivation, Figure 1 explains the following:

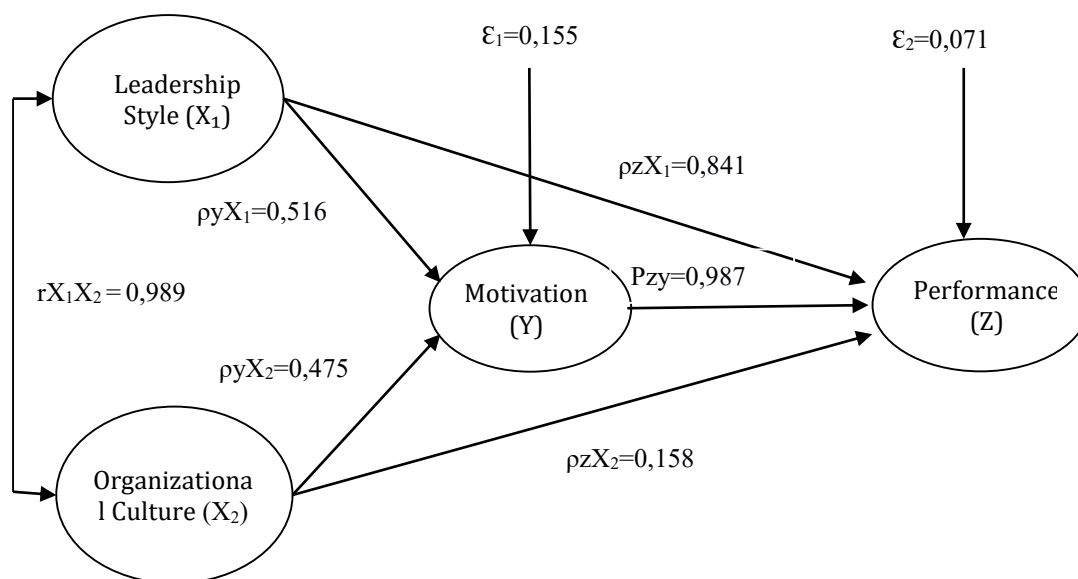


Figure 1. Path Analysis

Based on Figure 1, the direct and indirect effects of each variable's substructure path coefficients can be explained as follows:

- 1) Leadership style has a direct effect on motivation of 26.63%, while the indirect effect of leadership style through organizational culture on motivation is 24.24%, bringing the total effect to 50.86%. These results indicate that organizational culture can strengthen the influence of leadership style on increasing employee motivation.
- 2) Organizational culture has a direct effect on motivation of 22.56%, while the indirect effect of organizational culture through leadership style on motivation is 24.24%, bringing the total effect to 46.80%. These results indicate that leadership style can strengthen the influence of organizational culture on increasing employee motivation.
- 3) Leadership style has a direct effect on employee performance of 70.73%, while the indirect effect of leadership style through organizational culture is 13.14%, bringing the total effect to 83.86%. These results indicate that organizational culture can strengthen the influence of leadership style on employee performance.
- 4) Organizational culture has a direct influence on employee performance of 2.49%, while the indirect influence of organizational culture through leadership style on motivation is 13.14%, bringing the total influence to 15.63%. These results indicate that leadership style can strengthen the influence of organizational culture on improving employee performance.
- 5) The influence of motivation on employee performance is 97.41%. These results indicate that motivation contributes significantly to improving employee performance.
- 6) The influence of leadership style through motivation on employee performance is 42.83%, while the influence of organizational culture through motivation on employee performance is 7.41%, bringing the total influence to 50.24%. These results indicate that improving leadership quality and strengthening organizational culture will be more effective in improving performance if they can first boost employee work motivation.
- 7) Overall, the path analysis results show that motivation acts as a mediating (intervening) variable in the relationship between leadership style and organizational culture on employee performance. This means that motivation can strengthen the influence of leadership style and organizational culture on employee performance at the West Tanjung Jabung Regency PMD Office.

Hypothesis Testing (Bootstrapping)

Hypothesis testing is conducted to determine the effect of the independent variable on the dependent variable, both simultaneously (F test) by comparing the calculated F value $\geq$ F table (3.20) at a 5% error level (<0.05), and partially (t test) by comparing the calculated t value $\geq$ t table (2.013) at a 5% error level (<0.05). A significant effect of the independent variable on the dependent variable can be determined. This means that the hypothesis of the research model developed can be accepted (proven), and conversely, the model can be rejected (the hypothesis is not rejected). The results of the hypothesis testing in this study are summarized in the following table.

Table 4. Summary of calculated F and calculated t values

Model	F-hitung	t-hitung	Sig.	Description
$X_1 \text{ and } X_2 \rightarrow Y$	948,041		0,000	Hypothesis Accepted
$X_1 \rightarrow Y$		3,396	0,001	Hypothesis Accepted
$X_2 \rightarrow Y$		3,124	0,003	Hypothesis Accepted
$X_1 \text{ and } X_2 \rightarrow Z$	4351,183		0,000	Hypothesis Accepted
$X_1 \rightarrow Z$		11,750	0,000	Hypothesis Accepted
$X_2 \rightarrow Z$		2,200	0,033	Hypothesis Accepted
$Y \rightarrow Z$		41,600	0,000	Hypothesis Accepted

Source: SPSS 22.0 output for Windows.

Table 4 shows that all proposed hypotheses are accepted, both simultaneously and partially, with the following explanation:

1. Leadership style and organizational culture have a calculated F-value (948.041) $>$ F-table (3.20) with a significance value of $0.000 < 0.05$. These results indicate that leadership style and organizational culture have a positive and significant effect on employee motivation. This means that the better the leadership style and organizational culture implemented by leaders, the higher the employee work motivation.
2. Leadership style has a calculated t-value (3.396) $>$ t-table (2.013) with a significance value of $0.001 < 0.05$. These results indicate that leadership style has a positive and significant effect on employee motivation. This means that the better the leadership style implemented by leaders, the higher the employee work motivation.
3. Organizational culture has a calculated t-value (3.124) $>$ t-table (2.013) with a significance value of $0.003 < 0.05$. These results indicate that organizational culture has a positive and significant effect on motivation. Therefore, a better organizational culture will increase employee motivation.
4. Leadership style and organizational culture have a calculated F-value (4351.183) $>$ F-table (3.20) with a significance value of $0.000 < 0.05$. These results indicate that leadership style and organizational culture have a positive and significant effect on employee performance. This means that the better the leadership style and organizational culture implemented by the leader, the higher the employee performance.
5. Leadership style has a calculated t-value (11.750) $>$ t-table (2.013) with a significance value of $0.000 < 0.05$, thus having a positive and significant effect on employee performance. This means that the better the leadership style implemented by the leader, the higher the employee performance.
6. Organizational culture has a calculated t-value (2.200) $>$ t-table (2.013) with a significance value of $0.033 < 0.05$, indicating that organizational culture has a positive and significant effect on employee performance. Therefore, a better organizational culture will improve employee performance.
7. Motivation has a calculated t-value (41.600) $>$ t-table (2.013) with a significance value of $0.000 < 0.05$. These results indicate that motivation has a positive and significant effect on

employee performance. This means that the higher the work motivation, the higher the employee performance.

Discussion

The Effect of Leadership Style on Work Motivation

The results of this study indicate that leadership style has a positive and significant effect on employee work motivation at the Community and Village Empowerment Office of West Tanjung Jabung Regency. This finding indicates that the more effective the leadership style implemented, the higher the employee's work motivation in carrying out their duties and responsibilities. Leaders who provide direction, support, role models, and appreciation to their subordinates will create a work environment that fosters enthusiasm and commitment.

According to House (1996) in his Path-Goal Theory, leaders play a role in helping subordinates achieve organizational goals by providing direction, support, and motivation, thereby improving individual performance. Robbins and Judge (2022) also explain that effective leadership behavior can increase employee intrinsic motivation because employees feel valued, guided, and have clarity regarding work goals. The results of this study align with the findings of Husaini et al. (2024), who concluded that leadership style significantly influences the work motivation of public sector employees. Research by Siregar et al. (2024) also found that leadership style has a positive and significant influence on motivation.

These research findings provide an understanding that increasing motivation requires greater attention to a leader's leadership style. This means that better leadership, the more motivated employees will be to carry out organizational tasks in accordance with their primary duties and functions.

The Influence of Organizational Culture on Work Motivation

Research results demonstrate that organizational culture has a positive and significant effect on work motivation. An organizational culture that instills the values of integrity, discipline, cooperation, innovation, and service orientation can create a conducive work environment, thereby increasing employee enthusiasm.

Denison (2000) states that organizational culture is a system of values, beliefs, and norms that guide the behavior of organizational members. A strong organizational culture will increase employee commitment, engagement, and motivation. Meanwhile, Robbins and Judge (2022) explain that a positive organizational culture can shape productive work behavior and strengthen employee loyalty to the organization. These findings align with research by Siregar et al. (2024), which states that organizational culture has a positive and significant effect on motivation.

The Influence of Leadership Style on Employee Performance

This research shows that leadership style has a positive and significant effect on employee performance. This demonstrates that leaders play a strategic role in directing, guiding, supervising, and developing employee potential so that organizational goals can be achieved effectively.

According to Robbins and Judge (2022), leadership is the ability to influence individuals and groups to work optimally to achieve organizational goals. Mangkunegara (2021) also explains that effective leadership can improve the quality, quantity, and responsibility of employees in completing their work. The results of this study are consistent with those of Husaini et al. (2024), who concluded that leadership has a positive influence on improving employee performance in public sector organizations.

The Influence of Organizational Culture on Employee Performance

Organizational culture has been shown to have a positive and significant influence on employee performance. The stronger the organizational culture, the higher the employee performance. Organizational culture fosters disciplined, responsible, and service-oriented work behavior.

According to Denison (2000), organizations with a strong culture tend to demonstrate better organizational effectiveness than those with a weak culture. A strong culture can improve coordination, communication, and employee commitment, thus impacting performance improvement. The findings of this study align with the research of Siregar et al. (2024) and Firdaus et al. (2024), which found that organizational culture has a positive and significant influence on employee performance.

The Influence of Motivation on Employee Performance

Research results show that work motivation has a positive and significant effect on employee performance. Highly motivated employees tend to be more disciplined and responsible, and strive to achieve organizational targets.

According to Maslow (Zahari et al., 2022), fulfilled human needs will encourage motivation to achieve higher-level needs. Herzberg (Zahari et al., 2022) also stated that motivating factors such as recognition, achievement, and self-development will increase employee satisfaction and performance. Robbins and Judge (2022) added that motivation is a process that determines an individual's intensity, direction, and persistence in achieving organizational goals.

These research findings align with those of Paais & Pattiruhu (2020), which showed that work motivation has a partial positive and significant effect on employee performance. Research by Purnamasari (2021) found that work motivation has a positive and significant effect on performance. Research by Ariyanto et al. (2024) found that work motivation influences civil servant performance. Thus, motivation is very important in efforts to provide encouragement to each individual to be willing to carry out the tasks assigned to achieve high performance.

The Role of Motivation in Mediating the Effect of Leadership Style on Employee Performance

The results of the mediation test indicate that work motivation mediates the effect of leadership style on employee performance. This means that effective leadership not only directly improves performance but also increases work motivation, which ultimately strengthens employee performance. This finding suggests that motivation is an important mechanism explaining how leadership can produce optimal performance.

The results of this study support House's (1996) Path-Goal theory, which explains that leaders are tasked with creating working conditions that can increase subordinate motivation so that organizational goals can be effectively achieved. This finding also aligns with research by Husaini et al. (2024), which found that motivation is a mediating variable that strengthens the relationship between leadership and employee performance.

The Role of Motivation in Mediating the Effect of Organizational Culture on Employee Performance

This study also demonstrates that work motivation mediates the effect of organizational culture on employee performance. A positive organizational culture can increase motivation by creating a harmonious work environment, shared values, and commitment to organizational goals. This increased motivation, in turn, impacts employee performance.

According to Denison (2000), an effective organizational culture can foster employee engagement and consistent behavior, thereby increasing organizational effectiveness. Robbins and Judge (2022) also emphasized that a supportive organizational culture will strengthen employee motivation and commitment to their work.

This research finding aligns with the research of Zahari et al. (2025), which concluded that motivation is a mediating variable that strengthens the relationship between organizational culture and employee performance. Therefore, improving the quality of organizational culture must be a primary concern for organizations to create motivated, professional, and high-performing employees.

CONCLUSION

Based on the research results, it can be concluded that leadership style and organizational culture have a positive and significant influence on employee work motivation at the Community and Village Empowerment Office of West Tanjung Jabung Regency. Furthermore, leadership style, organizational culture, and work motivation were also shown to have a positive and significant influence on employee performance. These findings indicate that the better the quality of leadership, the stronger the organizational culture, and the higher the work motivation, the higher the employee performance.

The research results also demonstrate that work motivation acts as a mediating variable in the relationship between leadership style and organizational culture on employee performance. In other words, effective leadership and a conducive organizational culture not only directly impact performance but also increase work motivation, which in turn strengthens employee performance.

Overall, this study implies that improving employee performance at the Community and Village Empowerment Office of West Tanjung Jabung Regency is crucial. Therefore, the organization needs to continuously improve leadership quality, strengthen an organizational culture oriented toward professionalism, cooperation, and public service, and create various policies that can increase employee motivation. These steps are expected to support sustainable organizational performance improvement and achieve more effective and high-quality public services.

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