



## The Influence of Leadership Style, Organizational Culture and Work Motivation on Civil Servant Performance in the Regional Secretariat of Southwest Papua Province

Ferdinan Safkaur; Andi Irwan; Vebby Anwar

Postgraduate Program of Muhammadiyah University of Education Sorong, Indonesia

<http://dx.doi.org/10.18415/ijmmu.v13i4.7427>

### **Abstract**

This study aims to determine the effect of Work Discipline and Work Motivation on employee performance at the Food Security and Agriculture Offices in Raja Ampat Regency, Southwest Papua Province. The method used in this study was quantitative, with 50 employees as the sample. Saturated sampling technique was used, where the entire population was sampled because the population size was less than 100. The data collection technique used was a questionnaire. The analysis used in this study was quantitative multiple linear regression. The results of simultaneous testing showed that the variables Work Discipline and Work Motivation had a positive and significant effect on employee performance, as evidenced by the results of simultaneous testing with a significance value of  $f < \alpha$  ( $0.000 < 0.05$ ). The results of partial testing showed that the variable Work Discipline had no significant effect on employee performance, with a significance value of  $f < \alpha$  ( $0.1180 > 0.05$ ). The results of partial testing showed that the variable Work Motivation had a significant effect on employee performance, with a significance value of  $f < \alpha$  ( $0.000 > 0.05$ ).

**Keywords:** *Work Discipline; Work Motivation; Employee Performance*

### **Introduction**

In the era of bureaucratic reform and globalization, demands for improved performance of government officials are increasing. The government is expected to deliver effective, efficient, and accountable public services. The performance of Civil Servants (PNS) is a key determinant of the success of government agencies, as emphasized in Government Regulation No. 30 of 2019 concerning Civil Servant Performance Assessment, which states that agency performance is a reflection of employee performance (Shariyani et al., 2022).

Employee performance can improve if supported by sound management and internal organizational factors. Several studies emphasize that leadership style, organizational culture, and work motivation are important determinants that directly contribute to civil servant performance (Worumi Nicolas et al., 2024; Yanti Fitri et al., 2023; Darmawan Dedy et al., 2021).

Leadership style plays a crucial role in creating a conducive work climate and boosting productivity. A phenomenon occurring in many regions, including Papua, is the difference in performance between departments, which is heavily influenced by the leadership style of bureau leaders. Some bureaus have a collaborative work environment, while others exhibit low discipline due to leaders' lack of direction or role models. Research by Mangundap Britny et al. (2022) confirms that the way leaders interact, reward, and build trust significantly impact performance. Recent research also shows that leadership style significantly influences civil servant performance (Worumi Nicolas et al., 2024; Nofiantari et al., 2023; Gagana Ghifary Ilham et al., 2023), although other studies have found conflicting results (Aziz & Putra, 2022; Yanti et al., 2022).

Organizational culture is another factor determining performance. The government has established the core values of Berakhlak (SE MenPANRB No. 20/2021) as the national organizational culture of civil servants. However, in the field, these values are often not fully internalized. Some employees still focus on administrative routines rather than providing excellent public service. Employee tardiness, lack of initiative, and resistance to change are still evident in a number of regional secretariats. Research by Ratnasari & Sutjahjo (2021) and Sasongko et al. (2021) reinforces the finding that a weak organizational culture impacts low service quality, while a strong organizational culture improves employee performance.

In addition to leadership and organizational culture, motivation is a key driver of performance. In the field, it is not uncommon to find civil servants lacking enthusiasm for completing tasks, especially when the reward system is unclear, promotions are slow, or performance allowances are perceived as unfair. This phenomenon often leads to low employee dedication to providing public service. Conversely, in work units with robust reward and career development mechanisms, employee motivation appears higher. Research shows that motivation has a significant impact on performance (Worumi Nicolas et al., 2024; Yanti et al., 2022), although some studies find that motivation does not always have a direct effect (Mona & Kurniawan, 2022; Cahya et al., 2021).

In the context of the Regional Secretariat of Southwest Papua Province, these phenomena are increasingly relevant. As a new province resulting from the division of the province through Law No. 29 of 2022, the Regional Secretariat faces significant challenges: limited resources, the adaptation of employees from various backgrounds to their original agencies, and the need to accelerate inter-bureau coordination. These include persistent differences in leadership patterns among structural officials, an unequal understanding of moral values as part of organizational culture, and variations in employee motivation influenced by the new organizational context. Therefore, this study focuses on analyzing the influence of leadership style, organizational culture, and work motivation on civil servant performance at the Regional Secretariat of Southwest Papua Province, in order to obtain relevant recommendations for strengthening the capacity of the new regional bureaucracy.

Five leadership theories relevant to the context of government bureaucracy include transformational, transactional, situational, servant leadership, and ethical leadership. Transformational leadership, introduced by Bass and Avolio (1994), emphasizes the leader's ability to provide vision, inspiration, and positive change—a crucial approach for the leadership of the Regional Secretariat Bureau of Southwest Papua Province in promoting administrative digitization, improving work ethics, and strengthening a performance culture.

In contrast, transactional leadership, developed by Burns (1978) and further developed by Bass (1985), focuses on rules, targets, and the provision of rewards and punishments, reflected in the enforcement of civil servant attendance discipline, compliance with SRIKANDI input, and routine SKP evaluations within the Regional Secretariat Bureau. Situational leadership, according to Hersey and Blanchard (1982), emphasizes adapting leadership style to employee abilities and readiness. This is evident when Bureau leaders provide detailed instructions to new employees but delegate strategic tasks

to senior employees who are familiar with bureaucratic standard operating procedures (SOPs). Meanwhile, servant leadership, introduced by Greenleaf (1977), views leaders as servants who prioritize the needs and welfare of their subordinates, as seen in the efforts of the Regional Secretariat Bureau leaders to create humanistic communication, help employees overcome work obstacles, and ensure friendly and collaborative internal services. Finally, ethical leadership, according to Brown, Treviño, and Harrison (2005), emphasizes integrity, honesty, and fairness, which are relevant in ensuring that all administrative processes in the Regional Secretariat Bureau are carried out transparently, free from corruption, collusion, and nepotism (KKN), and consistent with the ASN code of ethics. Thus, these five theories provide a strong foundation for understanding how leadership can influence the effectiveness of ASN work at the Regional Secretariat Bureau of Southwest Papua Province.

In the context of regional government, Mangundap et al. (2022) identified three main indicators of relevant leadership styles: (1) Supportive, namely the leader's ability to listen to suggestions and influence employees to cooperate in achieving organizational goals; (2) Participative, namely a leadership style that provides opportunities for employees to actively participate mentally, spiritually, physically, and materially in their work; and (3) Delegative, namely the leader's ability to provide direction and delegate decisions so that employees can solve problems independently.

Several theories of organizational culture are relevant to understanding the behavior of civil servants, including the organizational culture theories of Edgar H. Schein (1992), Robbins (2003), Hofstede (1991), Denison (1990), and Cameron and Quinn (1999). Schein emphasized that organizational culture is formed through three levels: artifacts, espoused values, and basic assumptions that guide employee behavior. This approach is clearly visible in the Regional Secretariat Bureau of Southwest Papua Province through work regulations, roll call habits, uniform use, disciplinary values, and a deeply rooted commitment to public service among employees.

Robbins (2003) describes organizational culture as a system of shared meanings that distinguishes one organization from another, reflected in innovation, results orientation, attention to detail, and aggressiveness. In the context of the Regional Secretary's Office, this is evident in work patterns that emphasize administrative accuracy, speed of mail processing, and coordination between departments. Hofstede's cultural theory focuses on value dimensions such as power distance, collectivism, and uncertainty. In regional government offices, hierarchical values (high power distance) and collectivism are evident in respect for structure, teamwork, and adherence to bureaucratic procedures.

Furthermore, Denison's model emphasizes four characteristics of an effective culture: involvement, consistency, adaptability, and mission. These four elements can be identified in the Regional Secretary's Office when employees are involved in preparing performance reports, maintaining consistent service procedures, adapting to digital systems (SPBE, SRIKANDI), and working based on the regional government's service mission. Meanwhile, Cameron and Quinn, through their Competing Values Framework, classify cultures into clan, adhocracy, market, and hierarchy. The Regional Secretariat Bureau tends to exhibit a dominant hierarchical culture that emphasizes formal structures, standard operating procedures (SOPs), administrative order, and centralized decision-making. However, it also exhibits clan elements through a familial and collaborative atmosphere among employees. Taken together, these five theories form a strong conceptual basis for understanding how organizational culture influences the behavior, motivation, and performance of civil servants (ASN) within the Regional Secretariat Bureau of Southwest Papua Province.

Indicators of organizational culture include discipline, integrity, professionalism, accountability, and an orientation toward public service. The Ministry of Administrative and Bureaucratic Reform (2014) emphasizes the core values of ASN organizational culture, which include integrity, professionalism, accountability, nationalism, and harmony. Research by Wibowo (2020) also shows that a strong organizational culture can foster a strong work ethic, increase loyalty, and strengthen employee intrinsic

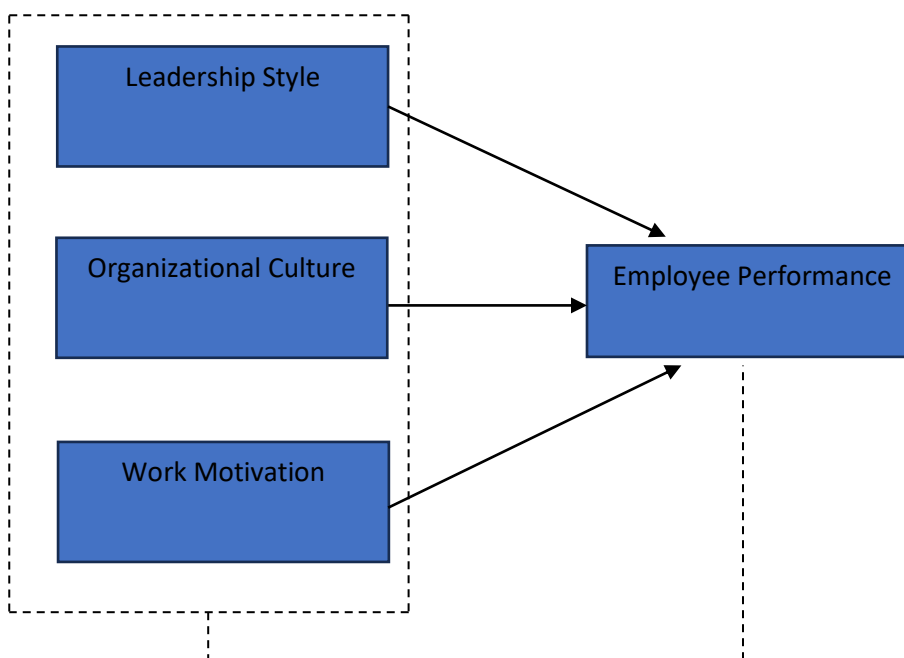
motivation. A healthy organizational culture will create a work environment that supports the achievement of the organization's vision and mission.

There are several theories of work motivation that are relevant in understanding the behavior of public sector employees, especially ASN, including Maslow's theory of needs, Herzberg's two-factor theory, Vroom's expectancy theory, Locke & Latham's goal-setting theory, and McClelland's motivation theory. Maslow's (1954) theory of needs explains that employee motivation is influenced by the fulfillment of hierarchical needs, starting from physiological needs, safety, social needs, appreciation, to self-actualization; in the context of the Regional Secretariat Bureau of Southwest Papua Province, the fulfillment of these needs is seen in the provision of a safe work environment, support for ASN welfare, harmonious work relationships, and opportunities for employees to develop competencies.

Meanwhile, Herzberg's (1959) two-factor theory distinguishes between hygiene factors (salary, working conditions, organizational policies) and motivating factors (recognition, responsibility, and achievement). Its application is evident when employees of the Regional Secretariat Bureau are more motivated when they are appreciated for completing important reports and given meaningful responsibilities, rather than simply fulfilling basic facilities.

Performance is the work results achieved by employees based on established standards (Mangkunegara, 2017). Performance is understood not only as work output but also as work behavior that supports the achievement of organizational goals (Gomes, 2018). Robbins & Judge (2017) emphasize that performance is influenced by ability, motivation, and opportunity (AMO Model). Dimensions of performance include quantity, quality, timeliness, effectiveness, work behavior, and responsibility (Mathis & Jackson, 2016; Gibson et al., 2012; Sedarmayanti, 2018; MenPAN-RB 2022).

Empirical research also shows that employee performance is significantly influenced by work standards, technical skills, and organizational behavior (Simamora, 2021; Putra & Yuliana, 2022; Lestari, 2020; Baharuddin, 2023). Thus, performance theory illustrates that employee work outcomes are a result of the interaction between individual capacity and organizational work systems.



## Methods

The type of research used by the researcher is explanatory research. According to Umar (1999), explanatory research is research that aims to analyze the relationship between one variable and another or how one variable influences another. This research uses a quantitative approach, data analysis using SPSS. According to Sugiyono (2016:288), the quantitative approach is a scientific method because it meets scientific principles, namely concrete/empirical, objective, measurable, rational, and systematic. This method is called a quantitative method because the research data is in the form of numbers and the analysis uses statistics.

Population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn (Sugiyono, 2016). The population in this study is all employees or staff working at the Regional Secretariat of Southwest Papua Province. The number of non-esalon staff population is 116 from six bureaus within the Regional Secretariat, namely the Legal Bureau, General Bureau, Government Bureau, Regional Economic Bureau, Goods and Services Procurement Bureau, and Organization and Administration Bureau. Therefore, the sample in this study is the entire population of 116 people with a saturated sample approach.

After the data has been described, the next step is to conduct an inferential analysis using multiple linear regression. This analysis is used to measure the influence of more than one independent variable on a single dependent variable simultaneously and partially. According to Ghazali (2018), multiple linear regression is a statistical technique used to test the extent to which changes in one dependent variable can be explained by two or more independent variables. This model is useful for predicting the value of variable Y based on the values of the specified variables X, while simultaneously measuring the contribution of each independent variable to the dependent variable. The general equation of the multiple linear regression model used in this study is as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$$

With the following information:

Y = Employee Performance (dependent variable))

X<sub>1</sub> = Leadership Style

X<sub>2</sub> = Organizational Culture

X<sub>3</sub> = Work Motivation

β<sub>0</sub> = Constant (intercept)

β<sub>1</sub>, β<sub>2</sub>, β<sub>3</sub> = Regression coefficient of each independent variable

ε = Error (residual or error)

## Results and Discussion

### Results

Descriptive analysis is the initial stage in data processing, aiming to provide a general overview of the characteristics of the research data. This analysis is used to explain the tendencies of respondents' responses to each research variable through average values, percentages, and data distribution. Descriptive analysis allows researchers to understand the actual condition of the research variables before conducting further statistical analysis, allowing for more precise and comprehensive interpretation of the research results.

**Table 1**  
**Validity Test of Leadership Style**

<b>NO</b>	<b>R tabel</b>	<b>R Kritis</b>	<b>Ket</b>
1	0,824	195	Valid
2	0,853	195	Valid
3	0,785	195	Valid
4	0,716	195	Valid
5	0,825	195	Valid

*SPSS 26 Processed Data Results*

Based on the validity test results for the leadership style variable, all statements used in the research instrument were found to be valid. This is indicated by the correlation coefficient value for each item, which is greater than the table's r value and is positive, indicating that each item accurately measures the leadership style construct. Therefore, all statements in the leadership style variable are suitable for use in further analysis because they meet the required validity criteria.

**Table 2**  
**Validity Test of Organizational Culture**

<b>No</b>	<b>R tabel</b>	<b>R -Kritis</b>	<b>Ket</b>
1	0,762	195	Valid
2	0,817	195	Valid
3	0,781	195	Valid
4	0,735	195	Valid
5	0,728	195	Valid
6	0,781	195	Valid
7	0,721	195	Valid

*SPSS 26 Processed Data Results*

Based on the validity test results for the organizational culture variable, all statement items used in the research instrument were found to be valid. This is indicated by the correlation coefficient value for each item, which is greater than the table's r value and is positive, indicating that each item accurately represents the organizational culture construct. Therefore, all statement items in the organizational culture variable are suitable for use in the next stage of analysis because they meet the established validity criteria.

**Table 3**  
**Validity Test of Work Motivation**

<b>No</b>	<b>R tabel</b>	<b>R -Kritis</b>	<b>Ket</b>
1	0,651	195	Valid
2	0,708	195	Valid
3	0,736	195	Valid
4	0,638	195	Valid
5	0,699	195	Valid
6	0,639	195	Valid

*SPSS 26 Processed Data Results*

Based on the validity test results for the Motivation variable, it was found that all statement items used in the research instrument were declared valid. This is indicated by the correlation coefficient value for each item, which is greater than the table's  $r$  value and is positive, indicating that each item is able to accurately represent the construct of organizational culture. Thus, all statement items in the organizational culture variable are suitable for use in the next stage of analysis because they have met the established validity criteria.

**Table 4**  
**Validity Test of Employee Performance**

No	R tabel	R - Kritis	Ket
1	0,713	195	Valid
2	0,767	195	Valid
3	0,705	195	Valid
4	0,783	195	Valid
5	0,758	195	Valid
6	0,731	195	Valid
7	0,778	195	Valid
8	0,721	195	Valid
9	0,705	195	Valid
10	0,782	195	Valid

*SPSS 26 Processed Data Results*

Based on the validity test results for the Employee Performance variable, it was found that all statement items used in the research instrument were declared valid. This is indicated by the correlation coefficient value for each item, which is greater than the table's  $r$  value and is positive, so each item is able to accurately represent the organizational culture construct. Thus, all statement items in the organizational culture variable are suitable for use in the next stage of analysis because they have met the established validity criteria.

In this study, a reliability test was conducted to ensure that the questionnaire items had a good level of internal consistency. Reliability testing is generally conducted using Cronbach's Alpha, where an instrument is considered reliable if the Alpha value is greater than a predetermined minimum limit. This reliability test is expected to ensure that the research instrument is truly suitable for use as an accurate and consistent measuring tool in research.

**Table 5**  
**Reliability Test**

Variable	Cronbach's Alpha	Standard Alpha	Keterangan
Leadership Style	0,861	>0,60	Reliable
Organizational Culture	0,888	>0,60	Reliable
Work Motivation	0,791	>0,60	Reliable
Employee Performance	0,916	>0,60	Reliable

*SPSS 26 Processed Data Results*

Based on the results of the reliability test using the Cronbach's Alpha coefficient, it was found that all statement items in the research instrument were declared reliable, as the Cronbach's Alpha value obtained for each variable was greater than 0.60. These results indicate that each statement item has a good level of internal consistency and is able to measure the research variables stably. Thus, the research instrument is suitable for use in further analysis because it meets the required reliability criteria.

**Tabel 6**  
**Multiple Linear Regression Analysis Table**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.555	2.161		.719	.473
	Leadership Style	.042	.129	.022	.328	.744
	Organizational Culture	.572	.103	.397	5.575	.000
	Work Motivation	.897	.135	.506	6.631	.000

a Dependent Variable: Employee Performance

*SPSS 26 Processed Data Results*

The partial hypothesis testing results show that the leadership style variable has a regression coefficient (B) of 0.42 with a t-value of 0.719 and a significance level of 0.473, which is greater than the significance limit of 0.05. These results indicate that partially, leadership style does not significantly influence employee performance. Thus, the hypothesis stating that there is a partial influence of leadership style on employee performance cannot be accepted.

The results of the partial hypothesis testing indicate that the organizational culture variable has a regression coefficient (B) of 0.572 with a t-value of 5.575 and a significance level of 0.000, which is smaller than the significance limit of 0.05. These results indicate that organizational culture has a partial positive and significant effect on employee performance. Thus, the hypothesis stating that organizational culture has an influence on employee performance can be accepted.

The results of the partial hypothesis test indicate that the work motivation variable has a regression coefficient (B) of 0.897, a calculated t-value of 6.631, and a significance level of 0.000, which is less than 0.05. These findings indicate that work motivation has a positive and significant effect on employee performance. Therefore, the hypothesis stating that work motivation has an effect on employee performance can be accepted.

A simultaneous test is a statistical test used to determine whether all independent variables included in a research model simultaneously influence the dependent variable. This test is performed using the F-test by comparing the obtained significance value with a predetermined significance level. Through a simultaneous test, researchers can assess the feasibility of a regression model and determine whether the relationship between the tested variables is statistically significant.

**Tabel 7**  
**simultaneous test table**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.071.576	3	357.192	93.841	.000b
	Residual	426.312	112	3.806		
	Total	1.497.888	15			

a Dependent Variable: Employee Performance

b Predictors: (Constant), Motivation, Leadership Style, Organizational Culture

*SPSS 26 Processed Data Results*

The results of the simultaneous test indicate that the variables of leadership style, organizational culture, and work motivation together have a significant effect on employee performance at the Regional Secretariat of Southwest Papua Province. This is evidenced by the calculated F value of 93.841 with a significance level of 0.000, which is smaller than the significance limit of 0.05. This finding indicates that the regression model used is feasible and able to explain the relationship between the independent variables and the dependent variable in a strong and statistically significant manner.

## *Discussion*

### **1. The Influence of Leadership Style on Employee Performance**

Statistical testing using SPSS indicates that leadership style has a positive influence on employee performance at the Regional Secretariat of Southwest Papua Province, but this influence is not statistically significant. This finding indicates that although the leadership style implemented by leaders contributes to improving employee performance, this contribution is not strong enough to be the primary determining factor. In other words, employee performance does not depend entirely on leadership style but is also influenced by other factors outside the variables studied.

Theoretically, leadership is understood as a leader's ability to influence, direct, and motivate subordinates to achieve organizational goals. Robbins and Judge (2020) state that an effective leadership style can improve individual performance through clear work direction, motivation, and emotional support. However, this theory also emphasizes that leadership effectiveness is highly dependent on the organizational context, employee characteristics, and the prevailing work system. This is in line with the findings of this study, which found that leadership style has not significantly influenced employee performance.

The insignificant influence of leadership style may be due to the characteristics of public sector bureaucracy, particularly in the Regional Secretariat, which has a formal, hierarchical, and highly regulated work system. According to Yukl (2021), in highly bureaucratic government organizations, leaders' latitude in influencing subordinate performance is often limited because performance is largely determined by established procedures, rules, and operational standards. Therefore, even though leaders have implemented a particular leadership style, employees still work based on established administrative mechanisms.

The findings of this study align with several previous studies, such as the study by Wahyudi and Rahmawati (2022), which found that leadership style has a positive but insignificant effect on civil servant performance, as performance is predominantly influenced by work discipline, motivation, and the performance appraisal system. However, these results differ from the study by Prasetyo et al. (2021), which found that leadership style significantly influences employee performance. These differences indicate inconsistencies in empirical findings, likely due to differences in organizational characteristics, work culture, and the maturity level of HR management systems.

### **2. The Influence of Organizational Culture on Employee Performance**

Conceptually, organizational culture is defined as a system of shared values held by members that distinguishes one organization from another. Robbins and Judge (2022) explain that organizational culture serves as a guideline for employee behavior at work, thus influencing how employees think, behave, and act in carrying out their duties. In the context of government organizations, organizational culture is a crucial instrument for building alignment between individual and organizational goals.

The findings of this study indicate that organizational culture has a positive effect on employee performance, indicating that the stronger the organizational culture, the better employee performance.

This aligns with Schein's (2021) view that a strong organizational culture can create internal stability and increase work effectiveness through the internalization of organizational values into employee work behavior. With shared values and perceptions, employees tend to work more purposefully and consistently.

However, the influence of organizational culture on employee performance is inseparable from the objective conditions of the organization. The Regional Secretariat of Southwest Papua Province, as a relatively new government organization, is still in the process of forming and strengthening its work culture. According to Cameron and Quinn (2021), organizations in the early stages of institutional development often do not yet have a fully internalized culture, so its impact on employee performance is not optimal and tends to vary between work units.

### **3. The Influence of Work Motivation on Employee Performance**

Theoretically, work motivation is defined as internal and external drives that influence the direction, intensity, and persistence of an individual's work behavior (Robbins & Judge, 2022). Contemporary motivation theories, such as Self-Determination Theory developed by Deci and Ryan (2020), emphasize the importance of the needs for autonomy, competence, and social connectedness in enhancing employee internal motivation. In the context of government bureaucracy, fulfilling these three needs can encourage employees to work more proactively and responsibly in their assigned tasks.

The positive and significant findings in this study are consistent with this theory, which states that intrinsically motivated employees tend to demonstrate better performance because they work not only based on formal task commitments but also from the drive to achieve personal competence and social recognition. This is reflected in improved administrative service quality, timely work completion, and increased initiative in finding solutions to emerging problems.

Furthermore, external motivations such as rewards, performance recognition, and administrative incentives have also been shown to strengthen the relationship between work motivation and employee performance. According to Herzberg (2021), motivating factors such as achievement and recognition can increase job satisfaction and, in turn, productivity. In the context of the Regional Secretariat of Southwest Papua Province, recognition for work achievements and career development opportunities appear to be strong motivators for employees to improve their performance.

However, it is important to note that work motivation is not the sole determinant of employee performance. Schneider et al. (2023) assert that work motivation will be more effective when supported by responsive leadership, a conducive organizational culture, and a fair and transparent performance management system. Anchoring this view, the research findings imply that the relationship between motivation and performance is also influenced by the overall organizational context.

### **4. The Influence of Leadership Style, Organizational Culture and Work Motivation on Employee Performance**

Theoretically, leadership style is understood as a leader's behavioral pattern in influencing and directing subordinates to achieve organizational goals. Robbins and Judge (2022) assert that an effective leadership style can create role clarity, increase trust, and encourage employee commitment to performance. The findings of this study align with this view, where leadership that provides direction, support, and role models has been shown to contribute significantly to improved employee performance.

Organizational culture has also been shown to significantly contribute to employee performance. According to Schein (2021), organizational culture is a system of values and basic assumptions that shape how organizational members think and act. A strong work culture, characterized by the values of discipline, cooperation, and a service orientation, can build alignment of employee behavior with organizational goals. The results of this study support this theory by showing that internalizing organizational cultural values encourages employees to work more consistently, responsibly, and with a results-oriented approach.

In addition to leadership and organizational culture, work motivation is a factor that significantly influences employee performance. Based on Self-Determination Theory, Deci and Ryan (2020) explain that motivation derived from fulfilling the needs for autonomy, competence, and social connectedness will improve the quality of individual performance. In the context of government organizations, high work motivation encourages employees not only to fulfill formal obligations but also to demonstrate initiative and commitment in completing their work.

The significant influence of work motivation is also supported by Herzberg's two-factor theory (2021), which states that motivating factors such as recognition, achievement, and self-development play a crucial role in improving performance. This research shows that when employees feel valued and have opportunities for development, they tend to perform more optimally. Thus, work motivation serves as a key driver, strengthening the impact of leadership and organizational culture on employee performance.

Simultaneously, these three variables form a complementary performance management system. Leadership provides direction and role models, organizational culture creates a framework of values and norms, while work motivation drives employee work behavior. Cameron and Quinn (2021) stated that organizations with effective leadership, a strong culture, and high levels of motivation tend to have superior and sustainable performance. The findings of this study confirm this view in the context of public sector organizations.

The results of this study align with several previous studies, such as the study by Prasetyo and Nugraha (2022), which found that leadership style, organizational culture, and work motivation simultaneously have a significant influence on civil servant performance. However, this study also extends previous findings by demonstrating that the significant influence of these three variables remains strong in the context of developing regional government organizations, thus enriching the empirical evidence in public management studies.

However, relevant research gaps remain. Some previous studies have emphasized the partial influence of each variable, without examining their simultaneous interrelationships within a comprehensive research model. Furthermore, limited research has examined these three variables in the context of a new regional bureaucracy, where work systems, culture, and leadership patterns are still being established. This study contributes to filling this gap by presenting more contextual empirical evidence.

## ***Conclusion***

Based on the research results, it can be concluded that leadership style, organizational culture, and work motivation simultaneously have a significant influence on employee performance. However, a partial analysis found that leadership style had no significant influence, while organizational culture and work motivation had a positive and significant influence on employee performance. This finding indicates that employee performance in the studied organizational environment is not solely determined by the leader's figure and leadership style, but rather is more influenced by the organization's value system and individual work motivation.

The insignificant influence of leadership style indicates that the role of leadership has not yet fully become a differentiating factor in improving employee performance. This condition may be due to the formal, hierarchical nature of government bureaucracy, which is highly dependent on regulations, which limits the space for innovation and direct influence of leaders on employee work behavior. As a result, employees tend to work based on administrative procedures and obligations, rather than driven by inspirational or transformative leadership.

Conversely, organizational culture and work motivation have been shown to play a more dominant role in improving employee performance. A work culture that emphasizes discipline, responsibility, and a focus on public service can foster consistent work behavior. Meanwhile, work motivation is a key driving factor that directly influences the sincerity, diligence, and quality of employee performance in carrying out their duties.

These findings confirm that improving employee performance in public sector organizations cannot rely solely on conventional leadership approaches. Without the support of a strong organizational culture and an effective motivation system, leadership styles tend to lose their impact on performance. Therefore, leadership needs to be positioned as part of an integrated HR management system, not as a single factor.

## References

- Adi, N. (2023). *Manajemen sumber daya manusia sektor publik*. Yogyakarta: Andi Offset.
- Aziz, A., & Putra, A. (2022). Gaya kepemimpinan dan pengaruhnya terhadap kinerja ASN. *Jurnal Ilmu Administrasi Publik*, 12(3), 210–222.
- Bass, B. M. (1985). *Leadership and performance beyond expectations*. New York: Free Press.
- Darmawan, D. (2021). Pengaruh gaya kepemimpinan, budaya organisasi, dan motivasi terhadap kinerja pegawai. *Jurnal Ilmu Manajemen*, 9(1), 45–56.
- Gibson, J. L., Ivancevich, J. M., Donnelly, J. H., & Konopaske, R. (2012). *Organizations: Behavior, structure, processes* (14th ed.). McGraw-Hill.
- Irwan, A., Anwar, V., & Zaitun, C. (2025). More than a paycheck: How non-financial incentives shape employee motivation in public administration. *Asian Management and Business Review*, 5(1), 178–195.
- Irwan, A., Mahfudnurnajamuddin, M., Nujum, S., & Mangkona, S. (2020). The effect of leadership style, work motivation and organizational culture on employee performance mediated by job satisfaction. *International Journal of Multicultural and Multireligious Understanding*, 7(8), 642–657.
- irwan, A., Budi, R., Zaitun, C., Asrianto, A., & Azizurrohman, M. (2025). Antecedents and effects of empowering leadership: A regional approach to disengagement and innovation.
- Irwan, A., Tiong, P., & Adi, Y. (2025). Agile Leadership, Digital Transformation, And Employee Performance: The Role Of Work Engagement. *JURNAL MANAJEMEN DAN BISNIS*, 4(2), 600–623.
- Mangundap, B., Rorong, J., & Tumbelaka, T. (2022). Gaya kepemimpinan dan motivasi terhadap kinerja ASN pemerintah daerah. *Jurnal Ilmu Sosial dan Pemerintahan*, 6(2), 55–66.
- Mona, A., & Kurniawan, F. (2022). Motivasi kerja terhadap kinerja pegawai ASN. *Jurnal Ilmu Manajemen*, 10(1), 44–53.
- Rahmawati, S. (2021). Pengaruh kepemimpinan transaksional terhadap kinerja aparatur. *Jurnal Ilmu Administrasi*, 18(1), 77–88.
- Robbins, S. P., & Judge, T. A. (2018). *Organizational behavior* (17th ed.). Harlow: Pearson Education.
- Shariyani, N., Arifin, S., & Hidayat, T. (2022). Kinerja ASN dalam perspektif kepemimpinan. *Jurnal Administrasi Publik Indonesia*, 6(1), 22–35.

- Sugiyono, & Rahajeng, D. (2022). Pengaruh gaya kepemimpinan terhadap kinerja pegawai. *Jurnal Administrasi dan Manajemen*, 8(1), 77–88.
- Yanti, F., Rahayu, N., & Kurniasih, A. (2022). Pengaruh gaya kepemimpinan dan motivasi kerja terhadap kinerja ASN. *Jurnal Administrasi Publik Indonesia*, 8(1), 77–89.
- Wibowo, A. (2020). Budaya organisasi dan kinerja aparatur. *Jurnal Ilmu Administrasi Publik*, 7(2), 121–132.
- Wibowo, H. (2021). Kepemimpinan dan motivasi sebagai prediktor produktivitas ASN. *Jurnal Birokrasi*, 8(1), 14–26.

#### **Copyright Notice**

This is an open-access article distributed under the terms of the Creative Commons Attribution 4.0 International License (CC BY 4.0), which permits unrestricted use, distribution, and reproduction in any medium, provided the original author and source are credited.