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The Influence of Leadership Style and Organizational Culture on Employee Performance with Motivation as an Intervening Variable at the Secretariat of the Regional People's Representative Council of Jambi Province

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Abstract: This study aims to analyze the influence of Leadership Style and Organizational Culture on Employee Performance with Motivation as an Intervening Variable in the Secretariat of the Regional People's Representative Council of Jambi Province. The method used in this study is a descriptive, verification and quantitative method. The object of research in this study is the influence of Leadership Style and Organizational Culture on Employee Performance with Motivation as an Intervening Variable in the Secretariat of the Regional People's Representative Council of Jambi Province. Based on the approach, it can be seen that the number of samples is 66 people. This study uses SPSS 26.0 analysis tools. Based on the results of the analysis carried out, the results obtained are that Leadership Style has a significant and positive effect on motivation, organizational culture has a significant and positive effect on motivation, leadership style has a significant effect on employee performance, organizational culture has a positive and significant effect on employee performance, motivation has a positive and significant effect on employee performance, Leadership Style has a positive and significant effect on employee performance through work motivation and Organizational culture has a significant and positive effect on employee performance through motivation in the Secretariat of the Regional People's Representative Council of Jambi Province.

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

INTRODUCTION

Management is a set of principles related to the functions of planning, organizing, directing, controlling, and implementing strategies in utilizing human, financial, and information resources efficiently and effectively to achieve organizational goals (Syafri & Alwi, 2014). Among the various resources available, human resources play the most vital role because humans are the primary driver in utilizing other resources, including technology (Agustin, 2020). Therefore, employee performance is often used as a primary indicator of an organization's success in achieving its stated goals.

Employee performance is influenced by various factors, including leadership style, motivation, and organizational culture (Kasmir, 2019). The right leadership style allows for integration, coordination, and high employee morale. Good leaders not only provide instructions but are also able to build synergy with their subordinates to drive organizational progress (Jayanti & Wati, 2019). In addition to leadership, organizational culture is also a crucial factor because it can create commitment, direction, and agreed-upon standards of behavior within the organization (Robbins, 2017).

Employee work motivation also significantly determines performance. Motivation is the driving force that fosters work enthusiasm, thus encouraging employees to perform their tasks more optimally. The higher the employee's motivation, the higher their performance (Hanafi et al., 2021). This is reinforced by research by Fitriani (2022), which states that performance is the result of a structured work process, both for individuals and organizations, and is measured by the quantity and quality of work output.

In the context of governance, the Secretariat of the Jambi Provincial People's Representative Council (DPRD) plays a strategic role as an institution that supports the implementation of DPRD functions through the implementation of administration, finance, and the provision of expert staff as needed (Jambi Provincial Regulation No. 13 of 2008; Jambi Gubernatorial Regulation No. 29 of 2008). However, data on the number of employees in 2019–2024 shows fluctuations, even tending to decrease in certain years. This decrease in the number of employees has the potential to affect the effectiveness of the organization in carrying out its duties.

Furthermore, the performance of the Jambi Provincial DPRD Secretariat also shows a decline in several periods. For example, in 2021, activity realization only reached 76.92%, and in 2022, it even dropped to 57.14% of the target (Jambi Provincial DPRD Secretariat, 2025). This phenomenon indicates problems related to leadership, organizational culture, and employee motivation. A similar finding was found in research by Tamimi et al. (2020), which showed that leadership style, motivation, and organizational culture significantly influence employee performance, although the degree of dominance varies.

This research is crucial for a deeper understanding of the factors influencing employee performance at the Jambi Provincial DPRD Secretariat. Employee performance is a key indicator of an organization's success in achieving its stated goals (Agustin, 2020). Given the fluctuations in employee numbers, suboptimal attendance rates, and declining performance over several periods, an empirical study is needed to examine the role of leadership style, organizational culture, and motivation as variables influencing employee performance. Furthermore, public organizations are currently required to operate more professionally, transparently, and accountably to achieve good governance (Robbins, 2017).

Furthermore, this research is relevant today because it can provide both theoretical and practical contributions. Theoretically, this research enriches the study of human resource management, particularly regarding the relationship between leadership style, organizational culture, motivation, and employee performance in the public sector (Kasmir, 2019). Practically, the results of this study are expected to provide input for leaders and policymakers at the Jambi Provincial DPRD Secretariat in formulating strategies to improve employee performance by strengthening motivation, implementing appropriate leadership styles, and establishing a conducive organizational culture. Thus, this research is not only beneficial for the organization studied but can also serve as a reference for other government agencies facing similar problems (Fitriani, 2022).

METHOD

This study used a quantitative approach with a survey method. This method was chosen because it can objectively explain the relationships between variables through numerical data analysis (Sugiyono, 2012). A quantitative approach is considered appropriate for analyzing the

influence of leadership style and organizational culture on employee performance, with motivation as an intervening variable, so that the research results can be generalized to the studied population.

The research object was the Secretariat of the Jambi Provincial People's Representative Council (DPRD), with 66 State Civil Apparatus employees as respondents. Due to the relatively small population, the sampling technique used was a census method, where the entire population was used as a research sample (Riduwan & Kuncoro, 2013). Thus, the data obtained is expected to reflect the actual conditions of the organization.

The data used consisted of primary and secondary data. Primary data was obtained directly from respondents through a questionnaire compiled based on research indicators. According to Sunyoto (2013), primary data is original data collected by researchers to answer specific research questions. Secondary data, on the other hand, was obtained from internal documents of the Jambi Provincial DPRD Secretariat and related literature such as books, journals, and official reports (Ghozali, 2012).

The data analysis technique used in this study was path analysis. This analysis is one option for studying the dependency of several variables within a model. This analysis is a good method for explaining large data sets to analyze and seeking causal relationships (Supangat, 2012). The magnitude of the direct influence of an exogenous variable on a particular endogenous variable is expressed by the numerical value of the path coefficient from the exogenous to the endogenous (Ferdinand, 2010). After the analysis, the hypothesis was tested using the F test (simultaneous) and the t test (partial).

RESULTS AND DISCUSSION

Respondent Characteristics

The respondents in this study were 66 employees at the Secretariat of the Jambi Provincial People's Representative Council. Based on the questionnaire distribution, the respondents' characteristics were obtained, which served as a basis for interpreting the research data. The characteristics of the respondents in this study are presented in the following table:

Table 1. Respondent Characteristics

No	Respondent Characteristics	Frequency	Percentage (%)
Gender			
1	Man	35	53.73
2	Woman	31	46.27
Age Group (Years)			
1	21 – 30	13	20.90
2	31 – 40	25	37.31
3	41 – 50	18	26.87
4	> 51	10	14.93
Education			
1	High School	5	7.46
2	Diploma	24	35.82
3	Bachelor's Degree	30	46.27
4	Master's Degree	7	10.45
Years of service (Years)			
1	5 – 10	22	34.22
2	11 – 15	19	28.36
3	16 – 20	15	22.39
4	> 20	10	14.93

Source: Primary Data Processing, 2025

Research Variables Thesis

Descriptive statistics of research variables are used to determine the extent to which the indicators used as statement items for each variable used in this study, namely Leadership Style, Organizational Culture, Employee Performance and Motivation at the Secretariat of the Regional People's Representative Council of Jambi Province using a Likert scale. The activities in this data analysis include grouping data, tabulating data, presenting data for each variable studied, performing calculations to answer the problem formulation, and performing calculations to test the hypotheses that have been proposed. Furthermore, the description of the variables observed in the study is summarized in the following table.

Table 2. Description of Research Variables

No	Variable	Item	Score	Range	Information
1	Leadership Style	12	3,434	3,326.4-3,960	Very Good
2	Organizational Culture	10	2,914	2,772 – 3,300	Very Good
3	Motivation	9	2,482	2,494.8 – 2,970	Tall
4	Employee Performance	14	2,711	3,141.6–3,880.7	Good

Source: Questionnaire Processing Results, 2025

Path Analysis Results

Path analysis is used to determine the extent of the direct and indirect relationship and influence between independent (exogenous) variables and dependent (endogenous) variables. Path analysis is an extension of the regression equation. The path analysis model is based on a robust theoretically sound quality relationship. This development aims to establish the causality to be tested and expressed in equation form before conducting the path analysis. The model is designed based on concepts and theory. The results of the path analysis in this study are presented in Figure 1 below.

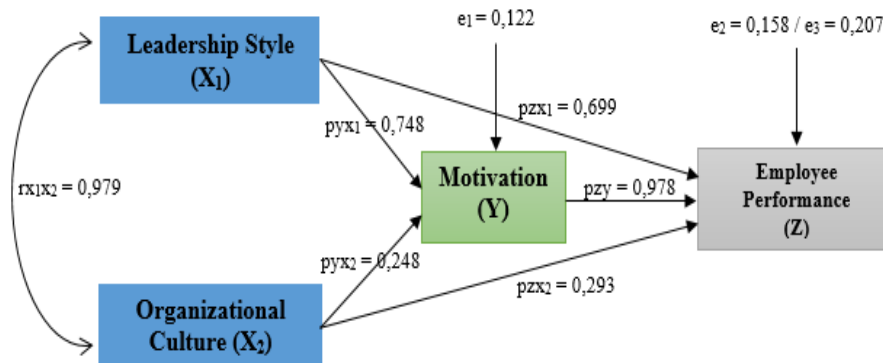


Figure 1. Causality Relationship of Path Coefficient Analysis Between Leadership Style and Organizational Culture Variables Through Motivation on Performance

The path analysis in this study consists of three substructures, each of which addresses each hypothesis. The results of the path analysis for each structure will be described in detail below.

a. Structural Path Analysis 1

Structural path analysis 1 in this study was used to answer the second research objective, namely the direct and indirect influence of Leadership Style and Organizational Culture on the Motivation variable. The results of the structural path analysis 1 in this study are presented in the following table.

Table 3. Direct and Indirect Influence of Leadership Style and Organizational Culture on Motivation

Variables	Influence		Sub-Total	Total Influence
	Direct	Indirect		
		X1 X2		

Leadership Style (X1)	56.56%	18.2%	18.2%	74.2%
Organizational Culture (X2)	6.1%	18.2%	18.2%	24.4%
The magnitude of the influence of X1 and X2 on Y				98.5%
Other Factors				1.5%

Source: Data processed for research purposes, 2025.

- 1) The direct influence of Leadership Style (X1) on Motivation (Y) has a positive value of 55.95%, as well as for the indirect influence which has a positive value of 18.16% so that the total influence is 74.11%, this shows that the leadership style directly and indirectly has a positive effect on employee performance, where the indirect influence has a greater value than the direct influence value. This explains that the better the leadership style of the superior, the better the employee's motivation will be in carrying out their work.
- 2) The direct influence of organizational culture (X2) on motivation (Y) has a positive value of 06.15%, as well as for the indirect influence which has a positive value of 18.16% so that the total influence is 24.31%, this shows that organizational culture directly and indirectly has a positive influence on motivation, where the direct influence has a greater value than the value of the indirect influence. This explains that the better the organizational culture the organization has, the better the employee's motivation will be in carrying out their work.
- 3) The total direct and indirect influence of Leadership Style (X1) and organizational culture (X2) on Motivation (Y) is 98.42%, where this figure explains that Leadership Style and organizational culture contribute to Motivation by 98.42%.

b. Structural Path Analysis 2

The two-way structural path analysis in this study was used to answer the third research objective, namely the direct and indirect influence of Leadership Style and Organizational Culture on the Performance variable (Z). The results of the two-way structural path analysis in this study are presented in the following table.

Table 4. Direct and Indirect Effects of Leadership Style and Organizational Culture on Employee Performance

Variables	Influence		Sub-Total	Total Influence
	Direct	Indirect		
		X1 X2		
Leadership Style (X1)	56.56%	18.2%	18.2%	74.2%
Organizational Culture (X2)	6.1%	18.2%	18.2%	24.4%
The magnitude of the influence of X1 and X2 on Z				98.5%
Other Factors				1.5%

Source: Data processed for research purposes, 2025.

- 1) The direct influence of Leadership Style (X1) on Employee Performance (Z) has a positive value of 48.86%, as well as for the indirect influence which has a positive value of 20.05% so that the total influence is 68.91%, this shows that Leadership Style directly and indirectly has a positive influence on Employee Performance, where the direct influence has a smaller value than the indirect influence value. This explains that the better the leadership style of the superior, the higher the employee's performance in carrying out his work.
- 2) The direct influence of organizational culture (X2) on Employee Performance (Z) has a positive value of 162.81%, as well as for the indirect influence which has a positive value of 55.33% so that the total influence is 218.14%, this shows that organizational culture directly and indirectly has a positive influence on employee performance, where the direct influence has a greater value than the value of the indirect influence. This explains that the

better the organizational culture that an agency has, the higher the employee's performance will be in carrying out their work.

- 3) The total direct and indirect influence of Leadership Style (X1) and organizational culture (X2) on Employee Performance (Z) is 97.54%, where this figure explains that Leadership Style and organizational culture contribute to Employee Performance by 97.54%.

c. Structural Path Analysis 3

The three structural path analysis in this study was used to answer the fourth research objective, namely the influence of motivation on performance variables.

- 1) The direct influence of Motivation (Y) on Employee Performance (Z) is 95.65%, this shows that Motivation directly influences employee Performance. This explains that if employees have good Motivation in carrying out their main tasks and functions, then the employee will be able to provide high Performance to their organization.

d. Structural Path Analysis 4.

The fourth structural path analysis in this study was used to answer the fifth research objective, namely the influence of leadership style and organizational culture through motivation on performance.

- 1) From the calculations above, it can be concluded that the direct influence of leadership style on employee performance through motivation is 48.86%, and the indirect influence is 51.13%. The overall influence is 99.99%, which explains that leadership style through motivation contributes to employee performance.
- 2) From the calculations above, it can be concluded that organizational culture on employee performance through motivation has a direct influence of 08.58%, and an indirect influence of 07.10% and the total influence is 15.68%, where this figure explains that organizational culture through motivation contributes to employee performance.
- 3) From the calculations above, it can be concluded that the direct influence of leadership style and organizational culture through motivation is 57.44%, the indirect influence is 58.24%, and the overall influence is 115.65%. Thus, the variables of leadership style and organizational culture influence employee performance through motivation.

Hypothesis Testing Results

Based on the results of data analysis from the three analysis structures carried out, they are summarized in the following table.

Table 5. SPSS Output of Three Sub Structures.

Hypothesis	T	F	Sig.	Decision
X1,X2 – Y	-	2051,975	0,000	Accepted
X1 – Y	9,739	-	0,000	Accepted
X2 – Y	3,237	-	0.002	Accepted
X1,X2 – Z	-	1216,163	0.000	Accepted
X1 – Z	7,045	-	0.000	Accepted
X2 – Z	2,948	-	0.004	Accepted
Y – Z	37,705	-	0.000	Accepted

Source: Data processed from SPSS 22.0 for Windows output

In theory, the hypothesis is simultaneously carried out through the F test (simultaneous) with the decision-making criteria if the calculated F value obtained $> F$ table, then the hypothesis is accepted, which means there is an influence of the independent variables observed together on the dependent variable. Or it can also be seen from the significance value. If $\text{Sig} < 0.05$ (5%), then the hypothesis is accepted, conversely if $\text{Sig} > 0.05$ (5%), then the

hypothesis is rejected, which means there is no influence of the independent variables observed together on the dependent variable (Ghozali, 2017).

Meanwhile, partial testing is carried out through a t-test (partial) with the decision-making criteria if the calculated t value obtained is $> t_{table}$, then the hypothesis is accepted, which means there is an influence of the independent variable observed partially on the dependent variable. Or it can also be seen from its significance value. If $Sig < 0.05$ (5%), then the hypothesis is accepted, conversely if $Sig > 0.05$ (5%), then the hypothesis is rejected, which means there is no influence of the independent variable observed partially on the dependent variable (Ghozali, 2017).

Based on the results of the hypothesis testing conducted on the three structures as shown in Table 3 above, it appears that all independent variables' influence on the dependent variable has a Sig value $< 5\%$ (0.05). Based on these results, it can be concluded that all hypotheses are accepted. This means that there is a significant influence of leadership style and organizational culture on employee performance, both directly and indirectly through motivation.

Discussion

The results of the study indicate that leadership style significantly influences the motivation and performance of employees at the Jambi Provincial DPRD Secretariat. This finding aligns with Kartono's (2013) opinion, which states that democratic leaders are able to encourage subordinate participation, provide direction, and build effective communication, thereby increasing employee morale. Therefore, the better the leadership style implemented, the higher the work motivation, which is reflected in employee performance. This finding also aligns with research by Hanafi et al. (2021), which confirms that an appropriate leadership style positively influences employee work motivation and indirectly improves organizational performance.

Furthermore, organizational culture has also been shown to influence employee motivation and performance. Robbins (2017) stated that a strong organizational culture can create commitment, direction, and standards of behavior that drive work productivity. This aligns with conditions at the Jambi Provincial DPRD Secretariat, where the implementation of organizational culture through roll call activities, religious study groups, and ASN sports activities improved discipline, despite fluctuations in employee attendance. This study's findings are also consistent with Tamimi et al.'s (2020) study, which found that organizational culture had a dominant influence on employee performance compared to other variables.

Furthermore, motivation has been shown to be a mediating variable in the influence of leadership style and organizational culture on employee performance. According to Slamet (2011), motivation is a psychological drive that determines an individual's direction, intensity, and persistence in work. Highly motivated employees tend to demonstrate discipline, responsibility, and initiative in completing tasks. This is evident from data showing that despite fluctuating employee numbers, performance can be maintained when work motivation is strengthened. Similarly, Fitriani (2022) emphasizes that performance is the result of a structured work process and is influenced by motivation and internal organizational factors.

However, research results also show inconsistent performance from year to year. For example, in 2022, activity realization only reached 57.14%, a significant decrease compared to the 100% achievement in 2020 (Secretariat of the Jambi Provincial DPRD, 2025). This indicates that the implementation of leadership style and organizational culture has not been fully effective in improving employee performance. This condition aligns with the findings of Yandri et al. (2020), who stated that in addition to leadership and organizational culture, job satisfaction also plays a significant role in mediating employee performance.

Thus, this study strengthens the theory that leadership style and organizational culture influence performance, both directly and through motivation. However, the findings also highlight the empirical challenges in maintaining consistent employee performance at the Jambi

Provincial DPRD Secretariat. Therefore, strengthening participatory leadership, establishing a more adaptive work culture, and strategies to increase employee motivation are needed to optimize and sustain organizational performance.

CONCLUSION

This study concludes that leadership style and organizational culture have a significant influence on employee performance, both directly and through motivation as an intervening variable. An effective leadership style can increase employee morale and responsibility, thus positively impacting organizational performance. A strong organizational culture has also been shown to encourage employee discipline, commitment, and a sense of togetherness in carrying out their duties. Furthermore, motivation plays a crucial role as an internal driver that strengthens the influence of leadership style and organizational culture on performance. Therefore, the higher the employee motivation, the more optimal the work results achieved. These results confirm that improving employee performance at the Jambi Provincial DPRD Secretariat is not only determined by structural factors such as leadership and organizational culture, but also by psychological factors such as work motivation.

Although this study provides important findings, there are several limitations that need to be considered. First, the study was only conducted at one agency, the Jambi Provincial DPRD Secretariat, so the results cannot necessarily be generalized to other government agencies. Second, the research instrument used a questionnaire with a Likert scale, so the data obtained are subjective according to the respondents' perceptions. Third, this study only focused on three main variables: leadership style, organizational culture, and motivation, whereas employee performance can also be influenced by other factors such as job satisfaction, compensation, or the work environment that were not analyzed further. Therefore, future research is expected to expand the scope of the object, use mixed methods, and include other relevant variables to obtain a more comprehensive picture of the factors that influence employee performance.

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