

**THE INFLUENCE OF ORGANIZATIONAL CULTURE,
LEADERSHIP STYLE, AND MOTIVATION ON EMPLOYEE
PERFORMANCE**

Nesa Awalya Choirunnissa Hamidah¹, Sri Astuti Pratminingsih²,

Agus Alamsyah Perwiranegara³

^{1,2} Universitas Widyatama, Bandung, Indonesia,

³ UIN Sunan Gunung Djati Bandung

Email: nesa.hamidah@widyatama.ac.id

Abstract

This study analyzes the influence of organizational culture, leadership style, and motivation on employee performance at the Defense Information Bureau, Secretariat General of the Ministry of Defense of the Republic of Indonesia. The research object was selected due to its strategic role in state defense information management, where human resource performance is a crucial factor. The research aims to empirically test the partial and simultaneous effects of these three independent variables on employee performance. This research employs a quantitative method with an explanatory approach. Data were collected through closed-ended questionnaires distributed to 52 permanent employees of the Defense Information Bureau, selected using a purposive sampling technique. Data analysis was conducted using SPSS 25 software, including validity, reliability, classical assumption tests, and multiple linear regression analysis. The results show that, partially, organizational culture and motivation have a positive and significant influence on employee performance, whereas leadership style does not show a significant effect. Simultaneously, the three independent variables collectively have a significant impact on employee performance, with a coefficient of determination (R^2) of 41.3%. The main conclusion is that organizational culture and motivation are the dominant factors shaping performance in this environment, making the reinforcement of work values and continuous motivation development strategic recommendations.

Keyword: Organizational Culture, Leadership Style, Motivation, Employee Performance, Defense Information Bureau, Ministry of Defense.

JEL Classification : M12, M14, M54, D23, H83

1. INTRODUCTION

Human resource performance is a fundamental pillar for the success of public sector organizations in achieving their strategic objectives. In the context of government institutions that carry vital state functions, such as the Ministry of Defense of the Republic of Indonesia (Kemhan RI), employee performance not only affects bureaucratic efficiency but also directly influences the effectiveness of national defense and security. One of the crucial work units within Kemhan RI is the Defense Information Bureau, which is responsible for managing strategic communication, media relations, and the dissemination of defense-related information to the public. In line with the increasingly complex information environment and the growing demand for transparency, this unit underwent a restructuring from its previous form as the Public Relations Division into a standalone bureau. This transformation signifies an enhanced strategic role for the bureau in shaping the ministry's image and accountability, thereby requiring employees to perform at an optimal level.

To achieve superior performance, organizations need to understand the internal factors that influence it. Three central variables in the human resource management literature that are believed to have a strong impact are organizational culture, leadership style, and motivation. Organizational culture is defined as a system of shared values, beliefs, and norms that guides the behavior of members (Schein & Schein, 2016) serves as a framework that shapes how employees interact and accomplish their tasks. Leadership style, or the pattern of behavior employed by leaders to influence their subordinates (Yukl, 2013). Plays a vital role in providing direction, support, and inspiration. Meanwhile, motivation, whether derived from intrinsic or extrinsic drives (Herzberg et al., 2017), serves as the driving force that encourages individuals to exert their best efforts.

Although, in general, the unit's performance showed an improving trend during the 2022–2024 period, internal data indicate that several targets, such as information accuracy and media satisfaction, were not always achieved perfectly. This suggests the existence of areas for performance improvement that require deeper analysis. On the other hand, a preliminary survey conducted with a small sample of employees revealed very positive perceptions of organizational culture, leadership style, and motivation within their work environment. However, these positive perceptions cannot yet quantitatively explain the extent to which each factor contributes to actual performance, nor how the three interact collectively. There is a gap between favorable perceptions and performance outcomes that still need optimization, raising a fundamental research question: among organizational culture, leadership style, and motivation, which factor empirically exerts the most dominant influence in driving employee performance within this unique and strategic environment?

Previous research has provided valuable insights into the relationship between leadership style, organizational culture, motivation, and employee performance. Dewi and Wibowo (2020) empirically demonstrated that leadership style, organizational culture, and motivation significantly and simultaneously affect lecturer performance at a private university. Their study, however, was situated in an educational institution with relatively flexible managerial dynamics and limited bureaucratic constraints. Similarly, Santika, Herayati, and Purnomo (2023) found that leadership style and organizational culture significantly enhance employee motivation within the Secretariat of the Tangerang City DPRD. Yet, their analysis was limited to motivational outcomes and did not extend to actual performance indicators, leaving unanswered questions about how motivation translates into measurable organizational effectiveness.

Both studies contribute to understanding human resource dynamics in organizational settings but share several limitations. First, they were conducted in civilian and educational contexts that differ substantially from the hierarchical and strategic nature of defense-related public institutions. Second, neither examined the comparative or dominant influence of each variable when integrated within a high-stakes governmental environment where accountability and strategic communication play crucial roles. Third, most prior research has treated motivation as a dependent variable or an intermediary factor, whereas its direct and simultaneous role alongside leadership style and organizational culture in influencing performance remains underexplored, particularly in the public defense sector.

Addressing these gaps, the present study investigates the influence of organizational culture, leadership style, and motivation on employee performance within the Defense Information Bureau of the Ministry of Defense of the Republic of Indonesia (Kemhan RI). This focus introduces a novel empirical context, linking classical human resource determinants with performance outcomes in a restructured strategic communication unit of national importance. Hence, this study not only extends the scope of prior findings into a distinct institutional environment but also contributes to refining the theoretical and practical understanding of performance drivers in the public defense sector.

Therefore, this study aims to analyze the influence of organizational culture, leadership style, and motivation on employee performance at the Defense Information Bureau of the Ministry of Defense of the Republic of Indonesia (Kemhan RI), both partially and simultaneously. By employing a quantitative approach, this research seeks to fill the gap in empirical understanding of performance dynamics within a strategic public sector unit that has rarely been studied. The findings of this study are expected to provide an evidence-based

foundation for policymakers at Kemhan RI in formulating more effective and targeted human resource management strategies, as well as to contribute academically to the public management literature in the context of national defense.

2. LITERATURE REVIEW

Studies on employee performance in both public and private organizations have been widely conducted, highlighting internal factors such as organizational culture, leadership style, and motivation.

Organizational Culture and Employee Performance

Schein (2016) defines organizational culture as a system of shared values, beliefs, and norms that guide the behavior of organizational members (Schein & Schein, 2016). A strong culture is believed to enhance cohesion and work orientation. Research by Rosdiana, Suryanto, and Alhadihaq (2023) found that a positive organizational culture significantly improved the performance of sub-district employees in Bandung Regency (Rosdiana et al., 2023). Fauzi (2024) demonstrated that an adaptive organizational culture can improve the quality of public services in local government. These findings affirm the relevance of organizational culture as an important predictor of performance (Fauzi, 2024).

H1: Organizational culture has a positive and significant influence on employee performance.

Leadership Style and Employee Performance

Leadership is a key factor in directing and influencing subordinates. Yukl (2013) emphasized that leadership style encompasses a leader's behavior in providing direction, support, and inspiration. However, the effect of leadership on performance is not always consistent (Yukl, 2013). A study by Guterres et al. (2016) showed that transformational leadership improved the performance

of teachers in Bali (Guterres & Supartha, 2016). In contrast, findings by Tenny Makalew et al. (2021) in private companies revealed that leadership style does not always have a significant impact on employee performance (Makalew et al., 2021). This indicates that the influence of leadership may be shaped by the organizational context performance (Fauzi, 2024).

H2: Leadership style has a positive and significant influence on employee performance.

Motivation and Employee Performance

Motivation is a primary driver of work behavior. Herzberg's theory (1977) highlights the importance of motivator factors (recognition, achievement, responsibility) in improving performance (Herzberg et al., 1977). Research by Novia Hoyirun Nisa et al. (2023) found that work motivation is positively associated with improved performance among sub-district employees (Nisa et al., 2023). Similarly, Fahrizi and Aziz (2021) reported that motivation plays an important role in enhancing job satisfaction and performance among employees in the retail sector (Fahrizi et al., 2021).

H3: Motivation has a positive and significant influence on employee performance.

Organizational Culture, Leadership, and Motivation Simultaneously

Several studies have examined the interaction of these three variables. Alasyari et al. (2023) stated that organizational culture and leadership style simultaneously have a significant effect on job satisfaction and performance (Abdul Rohman Alasyari et al., 2023). Meanwhile, Setiawan and Wulansari (2023) found that the combination of organizational culture and motivation contributed greatly to employee performance in the pharmaceutical sector (Setiawan & Wulansari, 2023). However, different results were reported by Arifin (2022) who found that leadership style exerted greater influence through a mediating variable rather than directly (Arifin, 2022).

Although many studies have demonstrated the role of organizational culture, leadership, and motivation in influencing performance, research within the defense bureaucracy remains limited. An environment characterized by strict regulations, hierarchy, and high discipline may cause leadership style to exert no direct influence, but rather to be mediated by a strong organizational culture. This constitutes the novelty of the study by Nesa Hamidah and Sri Astuti, which shows that organizational culture and motivation more dominantly affect employee performance at the Defense Information Bureau of the Ministry of Defense of the Republic of Indonesia, while leadership style is not significant when considered partially performance (Fauzi, 2024).

H4: Organizational culture, leadership style, and motivation simultaneously have a positive and significant influence on employee performance.

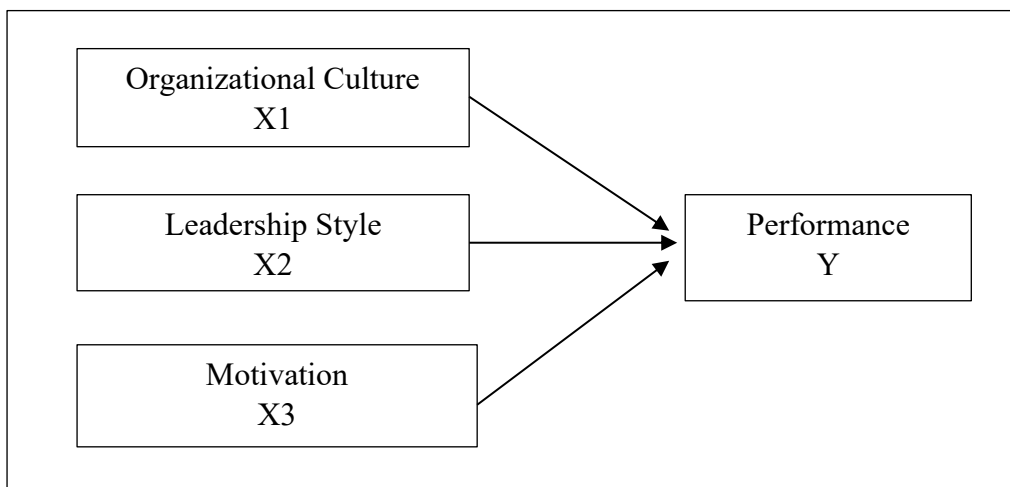


Figure 1. Conceptual Framework
Source: Research Findings

3. METHOD

This study was designed using a quantitative method with an explanatory approach. This approach was chosen as it aligns with the objective of the research, namely, to explain and test the causal relationship between the independent variables (organizational culture, leadership style, and motivation) and the dependent variable (employee performance). The research design focuses on testing hypotheses formulated based on the existing theoretical framework.

The population of this study consists of all employees working at the Defense Information Bureau (Infohan) of the Secretariat General, Ministry of Defense of the Republic of Indonesia. Given the confidentiality of staffing data in this institution, the exact population size cannot be disclosed. From this population, a sample of 52 employees was selected. The sampling technique applied was non-probability sampling using purposive sampling. The criteria for inclusion required respondents to have worked in the unit for more than two years, with the consideration that such employees possess sufficient understanding and experience regarding the variables under study.

Primary data were collected through a closed-ended questionnaire designed to measure respondents' perceptions. The instrument employed a five-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The organizational culture variable (X1) was measured using indicators such as innovation, attention to detail, and results orientation, as referenced in Sulaksono (Sulaksono, 2015). The leadership style variable (X2) was measured through indicators of decision-making ability, motivation, and communication, adapted from Kartono (2017). The motivation variable (X3) was measured based on Maslow's hierarchy of needs, covering physiological, safety, social, esteem, and self-actualization needs (Robbins & Judge, 2017).

Finally, the employee performance variable (Y) was measured through indicators of quality, quantity, timeliness, and work effectiveness (Mathis & Jackson, 2010). In addition to primary data, secondary data were also used, derived from literature studies, academic journals, and internal organizational documents to strengthen the analysis. Prior to the main data analysis, the quality of the research instrument was tested. Validity testing was conducted using Pearson's Product Moment correlation, where each item was considered valid if the calculated correlation coefficient (r) exceeded the critical value ($r_{\text{table}} = 0.273$ for $N=52$). Reliability testing was carried out using Cronbach's Alpha, with the instrument deemed reliable if $\alpha > 0.60$.

The data analysis was conducted using SPSS version 25. The analysis began with descriptive statistics to describe the characteristics of respondents and the distribution of each variable. Subsequently, a series of classical assumption tests were performed to ensure that the regression model met the required conditions. These included the normality test (using the One-Sample Kolmogorov-Smirnov Test and visual plots), the multicollinearity test (based on Tolerance and VIF values), the heteroscedasticity test (using scatterplots), and the linearity test.

Hypothesis testing was carried out through multiple linear regression analysis to examine the relationships among variables. The partial effect of each independent variable was tested using the t -test, while the joint (simultaneous) effect was tested using the F -test. The significance level (α) applied in all hypothesis testing was 5% (0.05).

4. RESULT AND DISCUSSION

This section presents the findings of the study in a systematic manner, beginning with descriptive analysis of the variables, followed by hypothesis

testing results, and concluding with an in-depth discussion that interprets the findings within a theoretical framework and the organizational context.

Respondent Characteristics and Descriptive Analysis

The study involved 52 respondents, all of whom were employees of the Bureau of Defense Information (Biro Infohan) of the Ministry of Defense of the Republic of Indonesia. In terms of demographics, the respondents were predominantly male (61.54%), with the largest age group ranging between 31 and 40 years (38.46%). Educational background indicated a relatively high level of qualifications, as the majority held a master's degree (S2, 34.62%) or a bachelor's degree (S1, 28.85%), representing more than 63% of the total sample. This composition suggests that the respondents possess both maturity and intellectual capacity, enabling them to provide reflective assessments of their work environment.

Descriptive analysis of the research variables provides an initial overview of employees' perceptions. The findings indicate that, in general, the internal organizational climate is perceived very positively by employees. A summary of the descriptive results for each variable is presented in the following table.

Table 1. Summary of Descriptive Statistics of Research Variables

Variable	Mean Score	Assessment Category
Organizational Culture (X1)	4,34	Very Good
Leadership Style (X2)	4,35	Very Good
Motivation (X3)	4,17	Good
Employee Performance (Y)	4,32	Very Good

Source: Data collected and analyzed, 2025

The results show that three of the four variables Organizational Culture, Leadership Style, and Employee Performance are rated in the "Very Good" category, while Motivation is assessed as "Good." This provides an initial

indication that although leadership style is positively perceived, its effectiveness in enhancing employee performance may be influenced by other variables such as organizational culture and motivation.

Hypothesis Testing Results

After all classical assumption tests were satisfied, multiple linear regression analysis was conducted to examine the relationships among the variables. The summary of results is presented in Table 2.

Table 2. Results of Multiple Linear Regression Analysis

Independent Variable	Beta Coefficient (β)	t-value	Sig.	Remark
Organizational Culture (X1)	0,517	2,476	0,017	Significant
Leadership Style (X2)	-0,189	-0,9	0,373	Not Significant
Motivation (X3)	0,339	2,037	0,047	Significant
Model Statistics				
F-value			2,756	
Significance F			0,006	
R Square (R^2)			0,413	
<i>Dependent Variable:</i>				
<i>Employee Performance (Y)</i>				

Source: Data collected and analyzed, 2025

Partial Effects (t-test)

Organizational Culture (X1) has a positive and significant effect on employee performance (Sig. $0.017 < 0.05$). This implies that the stronger the organizational culture, the higher the employee performance.

Leadership Style (X2) shows no significant effect (Sig. $0.373 > 0.05$) and even has a negative coefficient. This suggests that in the context of a defense

bureaucracy characterized by strict hierarchy and formality, individual leadership may not be the dominant factor influencing performance.

Motivation (X3) has a positive and significant effect on employee performance (Sig. $0.047 < 0.05$). Both intrinsic and extrinsic motivation serve as important drivers of work achievement.

Simultaneous Effect (F-test)

The F-value of 2.756 with significance at 0.006 (< 0.05) indicates that Organizational Culture, Leadership Style, and Motivation collectively have a significant influence on employee performance.

Coefficient of Determination (R^2)

The R^2 value of 0.413 indicates that 41.3% of the variation in employee performance can be explained by the three independent variables included in the model, while the remaining 58.7% is influenced by other factors not examined in this study, such as reward systems, workload, or organizational policies.

DISCUSSION

The findings of this study provide valuable insights into the determinants of employee performance in a strategic unit within the defense bureaucracy. This discussion elaborates on the meaning behind the statistical results, linking them with theoretical perspectives and the specific organizational context.

Dominant Influence of Organizational Culture and Motivation

The results clearly show that Organizational Culture and Motivation are the two most significant predictors of employee performance at Biro Infohan. The strong influence of organizational culture (Beta = 0.517) is consistent with Schein's theory (2016) which posits that culture acts as a social glue that guides behavior toward shared goals (Schein & Schein, 2016). Within the Ministry of Defense, an institution deeply embedded in hierarchy, discipline,

and devotion, a well-established organizational culture provides an explicit guide for employees in carrying out their work. This aligns with findings from other public sector studies (Asrul et al., 2021; Rosdiana et al., 2023), which confirm that a positive culture directly enhances performance.

Similarly, the significant influence of motivation ($\text{Beta} = 0.339$) underscores the importance of both internal and external drivers for employees. This finding supports classical motivation theories such as Herzberg's Two-Factor Theory (2017) and the concept of Public Service Motivation (PSM) introduced by Perry and Wise (1990). In the public sector, employees are often driven by the desire to serve and contribute to a greater cause (Herzberg et al., 2017). At the Ministry of Defense, where tasks carry national implications, intrinsic motivators such as responsibility and pride are likely to play a particularly powerful role, complemented by extrinsic motivators such as compensation and recognition.

The Anomaly of Leadership Style's Influence

One of the most intriguing and counterintuitive findings of this study is the non-significant direct effect of Leadership Style on Employee Performance. This appears paradoxical, given that respondents rated their leaders' style as "Very Good" in the descriptive analysis. Such a contradiction calls for deeper interpretation.

This result does not imply that leadership is unimportant. Rather, it suggests that its mechanism of influence is more complex than a simple direct cause-and-effect relationship. A plausible explanation lies in the substitutes for leadership theory, which argues that in certain organizational contexts, the effect of leaders can be replaced by other factors. Biro Infohan, as part of the Ministry of Defense, operates within a highly structured system with standardized procedures and a strong organizational culture. In such an environment, clearly defined rules and norms may serve as more dominant

behavioral guides than the personal style of a supervisor. Employees who are both professional and intrinsically motivated may not require intensive direction or external encouragement from leaders to perform well.

Another explanation is the possibility of indirect effects. A good leadership style may not directly improve performance but rather acts as a catalyst that enhances motivation or reinforces organizational culture, which in turn positively affects performance. This pattern has been observed in Arifin's (2022) study, which found that leadership influenced performance indirectly through mediating variables such as job stress. Although mediation was not formally tested in this study, the findings open up promising avenues for future research to explore such indirect pathways.

Simultaneous Effects and Model Limitations

Although leadership style was not significant in partial testing, the F-test results confirm that the three variables. Organizational Culture, Leadership Style, and Motivation together form a significant predictive model of performance. The R^2 value of 41.3% indicates that the model has moderate explanatory power according to Hair et al. (2022). This underscores the fact that performance is a multifaceted phenomenon that cannot be fully explained by one or two factors alone. A holistic approach that accounts for the interaction among culture, leadership, and motivation better captures the complexity of organizational reality.

At the same time, the R^2 value also acknowledges that approximately 58.7% of the variation in employee performance is explained by factors beyond the model. In the context of Biro Infohan, other potentially influential factors may include technical competencies (e.g., expertise in media analysis and public communication), work discipline typical of a semi-military environment, compensation and incentive systems, and both physical and psychological work environments. This limitation is not a weakness but rather a valuable

insight, pointing toward a future research agenda to build more comprehensive performance models in strategic public-sector settings.

5. CONCLUSION

Based on the analysis and discussion that have been elaborated in depth, this study yields several key conclusions that address the research objectives.

First, organizational culture is proven to have a positive and significant effect on employee performance at the Information Bureau of the Ministry of Defense of the Republic of Indonesia. A strong work culture, internalized through organizational values, norms, and artifacts, functions as the primary foundation that guides and drives employees to achieve high performance standards.

Second, motivation is also found to have a positive and significant effect on employee performance. Work motivation derived from intrinsic factors (such as satisfaction and responsibility) as well as extrinsic factors (such as recognition and compensation) effectively enhances employee productivity and commitment in carrying out their strategic tasks.

Third, an important finding of this study is that leadership style does not show a significant direct effect on employee performance. Although leaders are assessed as having a very good style, its influence is most likely indirect, mediated by other variables such as motivation, or substituted by the highly established

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