

The Influence Of Leadership Style, Organizational Culture, And Work Motivation On Employee Performance

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Abstract

The purpose of this study is to evaluate the impact of leadership style, organizational culture, and motivation on employee performance. Employee performance has become one of the most significant determinants of organizational success in today's highly competitive business environment. Therefore, organizations need to understand the variables that impact performance. This research will adopt the quantitative method of research with an explanatory research design in order to determine the cause-and-effect relationship among the variables. Information gathering was done using a questionnaire administered to the employees using the Likert Scale. Analysis of data was done through the use of descriptive statistics and multiple regression analyses with the aid of classical assumptions, namely, tests for normality, multicollinearity, and heteroscedasticity. Findings from the study show that leadership style, organizational culture, and work motivation positively affect the performance of employees. Moreover, the findings also reveal that together, these three factors significantly affect employee performance. The R² value indicates that a high percentage of employee performance is determined by the three variables mentioned above. From the results, one can infer that leadership, organizational culture, and motivation are key elements in improving employee productivity. In light of this, organizations should develop an adaptive form of leadership, create a supportive organizational culture, and introduce motivational programs to boost employee motivation. This research adds to the body of knowledge concerning the effect of these variables on organizational performance.

Keywords: Leadership Style, Organizational Culture, Work Motivation, Employee Performance, Organizational Behavior.

1. Introduction

Given the growing dynamism and competitive nature of businesses in the present day and age, there is an increasing need for businesses to continually improve their performance (Goni & Van Looy, 2022). One of the key factors contributing to organizational success includes employee performance, as this impacts productivity, efficiency, and effectiveness within an organization. It is important to realize that employee performance does not just depend on the individuals themselves; it is also impacted by certain organizational and managerial aspects. Some of these include organizational culture, work motivation, and leadership style, among others.



The leadership style has a great influence on guiding, motivating, and steering the employees in order to attain the organizational objectives. The various styles of leadership, such as transformational, transactional, and laissez-faire, can create varied effects on the attitudes and behaviors of the employees. Good leaders not only ensure proper goal-setting but also create a favorable atmosphere where there is teamwork, creativity, and accountability. Several studies conducted show that the leadership style determines the level of performance among the employees (Carter & Greer, 2013).

Apart from leadership, organizational culture plays an important role as one of the underlying concepts that affects the nature of the organizational environment and the behavior of employees in such environments. The concept of organizational culture refers to a set of values, beliefs, practices, and standards of behavior that define the way employees relate to each other as well as the way in which employees conduct themselves while executing assigned tasks. The existence of a positive and effective culture makes it possible for employees to feel part of something greater and, more importantly, remain motivated. As suggested by Kussudyarsana, Maulana, Maimun, Santoso, & Nugroho (2023), organizational culture determines how work gets done and the way employees view themselves in organizations.

Motivation at work is another crucial element that encourages people to carry out their tasks efficiently. In simple terms, motivation refers to the inner and outer forces that stimulate, direct, and maintain behavior with respect to goal achievement (Agussugiyardiuniraacid, n.d.). People who have high levels of motivation are bound to display more enthusiasm, perseverance, and dedication in the activities they undertake. Motivation may arise from different things such as incentives, recognition, contentment, and development opportunities. Herzberg's dual-factors theory shows that both intrinsic and extrinsic motivators are important when it comes to employee motivation (F. Herzberg, Mausner, & Snyderman, 2011).

Although the above considerations have been noted, there is still a challenge for most organizations to integrate the leadership styles, organizational culture, and work motivation for improved performance of workers. Some of the reasons behind this challenge could be that there is an inconsistency between the leadership style and the organizational culture, or there is a mismatch between the motivation strategies and the needs of employees. Such inconsistencies are likely to reduce performance levels in the organization. It is therefore imperative to carry out empirical studies to assess the impact of these three constructs on employee performance.

About the background provided above, the following research problem is stated as the major concern of this study: the degree to which the three elements under discussion have an impact on the performance of employees. Organizations frequently find themselves unable to specify the key elements and determine their interrelation in order to effectively manage personnel. In such situations, it becomes difficult to utilize human resources optimally. For this reason, the current study focuses on the impact that leadership style, organizational culture, and work motivation exert on employee performance. The purpose of this study is to examine and find out the effect that the leadership style, organization culture, and motivation have on the performance of employees. The research will seek to shed light on the impact that these factors can have on enhancing employee productivity and effectiveness. In addition, the research will try to come up with recommendations as far as optimizing the performance of employees is concerned.

2. Literature Review

Performance among workers has always been noted as an important element affecting the success of organizations. It can be defined as the extent to which individuals within the organization can perform certain duties in order to achieve organizational objectives in terms of both quantity and quality. According to Suardika (2020), employee performance is affected by a number of factors, including the abilities, effort of employees, and organizational conditions. The implication is that employee performance cannot only be based on personal capabilities but may also depend on various conditions at the place of work.

The leadership style is considered one of the most thoroughly researched concepts in organizational behavior. Leadership styles describe the behavior of the leaders when they work with their subordinates. Various leadership styles might lead to distinct results in relation to the satisfaction level of the employees, their commitment to the organization, and even their productivity. For example, transformational leaders are known to place much importance on motivation, inspiring visions, and self-development of the followers, which leads to positive results in the form of improved performance among employees. On the contrary, transactional leaders focus more on task-oriented management and use both punishment and rewards, and although they can help achieve certain goals, they are less successful when it comes to development. In this regard, as mentioned by Abdullah et al. (2023), effective leadership requires the adaptation of the appropriate style to the needs of the organization and its employees.

Apart from the leadership style, another element that plays an important role in determining the performance of the employees is the organizational culture. Organizational culture refers to a set of shared values, beliefs, and principles of behavior that guide the actions of members of the organization. It can be described as a force that binds the employees to each other and makes them identify themselves with their organization. In fact, having a healthy organizational culture may increase the communication, teamwork, and trust of employees, which may help them perform better. On the contrary, poor organizational cultures might cause misunderstanding and negatively affect the performance of the employees. According to Nadkarni & Prügl (2021), organizational culture includes different elements such as artifacts, espoused values, and basic assumptions.

Work motivation is yet another crucial variable that significantly affects the performance of workers. Motivation can be defined as the internal and external factors that compel people to act and continue acting towards the fulfillment of their objectives. The various motivational theories, including those by Abraham Maslow and Frederick Herzberg, explain the motivating factors for employees at work. According to Maslow (1943), people are driven by a hierarchy of needs from basic needs such as food to self-actualization. On his part, F. I. Herzberg (1966) categorizes motivations into two groups: hygiene factors (e.g., remuneration and work environment) and motivators (e.g., accomplishment and acknowledgment). The theories underscore the need to satisfy employee needs for increased motivation and improved performance.

There have been many studies carried out on the effects of leadership style on employee performance in organizations. According to the literature on the issue, leaders using a participative and transformational leadership style are likely to attain better performance

outcomes as compared to leaders using an authoritarian and laissez-faire style. Participative leaders involve their employees in the decision-making process, thus creating a feeling of responsibility among the employees. On the other hand, transformational leaders are known to encourage employees to go beyond the required expectations, as their goals and organizational goals are the same. Employees become more committed towards their work, thus performing better.

In the same manner, organizational culture is considered to significantly impact employee performance. A culture that embraces innovation, collaboration, and improvement creates an environment where employees are recognized and enabled to excel. As a result, their contribution towards organizational success becomes more effective. However, a highly rigid organizational culture will prevent employees from contributing effectively to organizational goals, thus resulting in poor performance levels. Cameron (2011) asserts that an organization characterized by adaptability and consistency within its organizational culture will be much more successful than one whose cultures are not well-developed.

Moreover, studies have shown that there is a clear correlation between work motivation and employee performance. Motivated workers tend to put in extra effort, perseverance, and creativity at their workplace (Dipoatmodjo et al., 2025; Permana et al., 2026). They will be proactive and find ways to improve themselves. There are several ways to motivate employees, such as monetary rewards, appreciation schemes, career advancement, and effective management. In addition, as per Jennifer & Asri (2022), intrinsic motivation, which involves personal interest and satisfaction, plays an essential role in maintaining performance. Whereas extrinsic motivation may yield immediate results, it may not result in sustained performance without intrinsic motivation.

Another topic that needs to be explored in connection with leadership, organizational culture, and motivation at work is the relationship between them. The three variables mentioned above do not act independently but affect each other in the process of impacting the performance of employees (Manap & Damsir, 2025; Sariwardani et al., 2026). Thus, for instance, a transformational leader can promote the formation of a positive organizational culture that will facilitate the development of intrinsic motivation among employees. On the other hand, the supportive nature of organizational culture can positively impact the way leadership and motivation techniques function (Kurniawan et al., 2023; Windarsari et al., 2026). Empirical studies carried out previously have also been able to support the impact of all these variables on performance. For example, some studies have found that firms that have effective leadership, good culture, and motivated employees can record better performance results. This indicates the significance of taking into account various factors in human resource management. However, it is important to note that the relative impacts of each factor may differ based on the context within which they operate. It is therefore necessary for future research to examine their impacts in different contexts.

3. Methods

For the study at hand, quantitative research will be applied to analyze the impact of leadership style, organizational culture, and work motivation on the performance of employees. Quantitative research methodology will be deemed suitable since the study can measure the relationship that exists between the variables through statistics. The research design applied in the study will be explanatory in that it will seek to investigate and explain the cause-and-effect relationship that exists between the independent variables (leadership style, organizational culture, and work motivation) and the dependent variable (performance). The data collection technique to be used will be a questionnaire.

The population of the study comprises all the members of staff working within the business under consideration. On the other hand, the sample is identified using the probability sampling approach. In this case, the simple random sampling method will be used to select the respondents because each member of the population will have an equal chance of being selected. The number of samples is arrived at according to statistical considerations. The source of the data collected will be through the primary sources, such as questionnaires and secondary data sources, as well. This involves testing the tool before administering it to the subjects.

Data analysis for this study involves the use of statistical tools, where both descriptive and inferential analyses will be employed. While descriptive analysis will serve the purpose of summarizing the data regarding respondent information and distribution of variables, inferential analysis, especially multiple linear regression, will be used for testing the hypotheses and determining the effect of the independent variables on employee performance. Classical assumption tests, such as normality, multicollinearity, and heteroscedasticity tests, will be done to verify that the regression models being developed are appropriate. On the other hand, hypothesis testing will involve the use of the t-test and the F-test.

4. Results and Discussion

4.1. Descriptive Statistics

In this sub-section, the general features of the variables that will be considered within this study will be defined. In other words, this analysis will focus on leadership style, organizational culture, motivation at work, and employees' performance.

Table 1. Descriptive Statistics

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Leadership Style	100	2.100	4.900	3.875	0.512
Organizational Culture	100	2.300	4.800	3.920	0.487
Work Motivation	100	2.000	4.900	3.845	0.530
Employee Performance	100	2.200	4.950	3.910	0.498

Source: Data Processed, 2026

Based on the data in Table 1, it may be concluded that all variables have mean values that are greater than 3.800, which means that the respondents have favorable views toward their leaders' styles, organizational cultures, work motivations, and performances. The variable with the highest mean value is organizational culture (3.920), and therefore, it has the most favorable rating among all the other variables. Meanwhile, the lowest mean value is associated with work motivation (3.845), but it is still highly favorable.

4.2. Classical Assumption Test

This subsection presents the results of classical assumption tests, which are necessary to ensure that the regression model meets the required statistical assumptions, including normality, multicollinearity, and heteroscedasticity.

Table 2. Normality Test (Kolmogorov-Smirnov)

Variable	Asymp. Sig. (2-tailed)
Unstandardized Residual	0.200

Source: Data Processed, 2026

The normality test shows a significance value of 0.200, which is greater than 0.050. This indicates that the data are normally distributed.

Table 3. Multicollinearity Test

Variable	Tolerance	VIF
Leadership Style	0.712	1.404
Organizational Culture	0.689	1.452
Work Motivation	0.735	1.361

Source: Data Processed, 2026

The tolerance values are all above 0.100, and VIF values are below 10.000, indicating that there is no multicollinearity among the independent variables.

Table 4. Heteroscedasticity Test (Glejser Test)

Variable	Sig.
Leadership Style	0.412
Organizational Culture	0.356
Work Motivation	0.489

Source: Data Processed, 2026

All significance values are greater than 0.050, indicating that there is no heteroscedasticity in the model. Based on these tests, it can be concluded that the regression model satisfies all classical assumptions and is suitable for further analysis.

4.3. Multiple Linear Regression Analysis

This subsection presents the results of multiple linear regression analysis to determine the influence of leadership style, organizational culture, and work motivation on employee performance.

Table 5. Multiple Linear Regression Results

Variable	Coefficient (B)	Std. Error	t-value	Sig.
(Constant)	0.845	0.312	2.708	0.008
Leadership Style	0.325	0.085	3.824	0.000
Organizational Culture	0.287	0.090	3.189	0.002
Work Motivation	0.301	0.082	3.671	0.000

Source: Data Processed, 2026

The regression equation can be formulated as follows:

Employee Performance = 0.845 + 0.325(Leadership Style) + 0.287(Organizational Culture) + 0.301(Work Motivation). The results indicate that all independent variables have positive coefficients, meaning that improvements in leadership style, organizational culture, and work motivation lead to increased employee performance.

4.4. Hypothesis Testing

This subsection evaluates the significance of the relationships between variables using t-tests (partial effects) and F-test (simultaneous effect).

Table 6. t-Test Results

Variable	t-value	t-table	Sig.	Result
Leadership Style	3.824	1.984	0.000	Significant
Organizational Culture	3.189	1.984	0.002	Significant
Work Motivation	3.671	1.984	0.000	Significant

Source: Data Processed, 2026

All variables have t-values greater than the t-table value (1.984) and significance values below 0.050, indicating that each independent variable has a significant partial effect on employee performance.

Table 7. F-Test Result

Model	F-value	F-table	Sig.
Regression	42.765	2.700	0.000

Source: Data Processed, 2026

The F-test shows that the F-value (42.765) is greater than the F-table value (2.700), with a significance level of 0.000. This indicates that leadership style, organizational culture, and work motivation simultaneously have a significant effect on employee performance.

Table 8. Coefficient of Determination (R²)

R	R Square	Adjusted R Square
0.745	0.555	0.542

Source: Data Processed, 2026

From the regression analysis output, the R-squared value of 0.555 suggests that 55.5 percent of the variation in employee performance is caused by leadership style, organizational culture, and work motivation, whereas 44.5 percent is attributed to other causes. From the above discussions and analyses of the results, it can be concluded that the hypothesis tests indicate that leadership style, organizational culture, and work motivation significantly impact employee performance either on their own or as a set statistical assumptions, such as normality, multicollinearity, and heteroscedasticity.

4.5. Discussion

According to the findings obtained from this study, there is a positive relationship between leadership style and employee performance. Such results mean that the management techniques adopted by the leaders and the manner in which they interact with their subordinates have an important bearing on the level of performance exhibited by employees. When leaders adopt effective leadership techniques, such as supportive, participative, and transformational styles, the resultant environment will motivate employees to work hard. Such findings are in agreement with the theory developed by. According to the leadership theory, the actions of the leaders affect the attitude and performance of their subordinates. The positive relationship implies that any changes made to the leadership style can lead to increased performance levels among the employees. As such, the organization needs to ensure that leadership development programs are initiated.

Moreover, results indicate the presence of transformational leadership theory, which stresses vision, motivation, and individualized consideration. The leaders who can motivate

their employees and guide them well usually instill a sense of direction in their employees, which contributes positively to the level of commitment of their employees towards organizational goals. It is evident from past empirical evidence, too, that transformational leadership is strongly correlated with employee performance. Conversely, ineffective leadership styles, such as those that rely heavily on authoritarianism or passive management techniques, tend to hinder creativity among employees and demotivate them.

Aside from the leadership style, the organizational culture also proved to have a positive and significant effect on employee performance. This demonstrates the significance of having an organization with a good culture to impact the behaviors of its members positively. The presence of a positive organizational culture results in the development of shared values and mutual respect amongst employees. As such, if the employees have the feeling that they are in an organization wherein they are supported, they will be able to perform their work effectively. Indeed, Schein (2010) The theory posits that organizational culture impacts the perception of the employees regarding their roles.

In addition, the impact of organizational culture on performance can be attributed to how such culture is useful in setting up certain standards and expectations. Through an effective organizational culture, there is clarity concerning what behaviors are deemed to be appropriate. In essence, this ensures clarity and coordination within the organization. Moreover, an organizational culture that is characterized by innovation and continuous improvement ensures that the employees come up with new ideas and acquire more skills. The result of such is improved performance. Nevertheless, some organizational cultures prove to be unhelpful.

There was also an important discovery regarding the influence of work motivation on the performance of employees. This result indicates that more motivated employees tend to put in more effort at work. Motivation is a powerful tool that helps motivate employees and encourages them to fulfill their goals. This result is supported by Herzberg's two-factor theory on motivation, which states that there are both internal and external factors that help motivate employees. When employees receive recognition and rewards for their work, they tend to perform better. Furthermore, when employees have opportunities to develop themselves further, this serves as an intrinsic motivator.

Considering the high level of impact of work motivation that has been found in this research, it can be concluded that organizations need to give serious consideration to all motivational factors influencing the behavior of their employees. Money plays an important role, but it cannot be considered the only element of motivation. Factors like praise, job satisfaction, and work climate also make a significant contribution to make. These findings align with the self-determination theory put forward by (Deci & Ryan, 2012) According to this, intrinsic motivation is essential for attaining good performance results.

When leadership style, organizational culture, and work motivation are analyzed concurrently, one finds that their interaction contributes greatly to employee performance. The R Square value, which is quite high, implies that over half the variance in employee performance can be accounted for using the three variables under analysis. The implication here is that employee performance is a multi-faceted concept whose determinants range from managerial, organizational, and psychological aspects of business. These interactions affect performance. For instance, good leadership may contribute to a positive organizational culture that helps enhance employee motivation, among others.

This symbiotic relationship underscores the need for an organization to use a holistic strategy in dealing with employee performance issues. It is unrealistic for any organization to base its success on one aspect alone since leadership, culture, and motivation need to be incorporated in the strategy. For example, while leadership should focus on ensuring goals are achieved, it should also foster a motivating environment for employees to participate. This would help create an organizational atmosphere that fosters top performance among workers.

5. Conclusion

It is important to note that the combination of leadership style, organizational culture, and work motivation positively impacts the performance of an individual worker as well as all three factors combined. First of all, successful leadership is crucial for the guidance and motivation of workers. Moreover, the presence of organizational culture ensures a positive atmosphere within an organization and makes workers cooperate effectively based on common values. Finally, motivation is the key component that motivates workers to give their best results during working hours. Hence, it should be concluded that the presence of leadership style, organizational culture, and work motivation positively impacts employee performance.

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