

The Influence of Leadership Style, Motivation, Job Satisfaction, and Organizational Culture on Employee Performance at the BKKBN Office in Banda Aceh

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ARTICLE INFO



Received: 18 September 2026

Received in revised:

02 October 2026

Accepted: 24 October 2026

Published: 1 December 2026

Open Access

ABSTRACT

This study aims to analyze and determine the effect of leadership style, motivation, job satisfaction, and organizational culture on employee performance at the BKKBN Office of Banda Aceh, both partially and simultaneously, as well as to identify the variable that has the most dominant influence on employee performance. This study employed a quantitative approach using an associative research design. The population comprised all employees at the BKKBN Office in Banda Aceh. The sampling technique used was total sampling, in which all members of the population were selected as research samples, resulting in a total of 58 respondents. Data were collected through the distribution of questionnaires to respondents containing statements related to leadership style, motivation, job satisfaction, organizational culture, and employee performance. In addition to primary data obtained through questionnaires, this study also utilized secondary data from various relevant sources related to the research object. The collected data were analyzed using multiple linear regression analysis with the assistance of IBM SPSS. Prior to the regression analysis, the research instrument was tested through validity and reliability tests, followed by classical assumption tests. Hypothesis testing was conducted using the t-test to determine the partial effects of each independent variable and the F-test to determine the simultaneous effect of the independent variables on employee performance. The results showed that leadership style, motivation, job satisfaction, and organizational culture had a positive and significant effect on employee performance, both partially and simultaneously. Among the four variables, organizational culture was found to be the most dominant variable influencing employee performance at the BKKBN Office of Banda Aceh.

Keywords: Leadership Style; Motivation; Job Satisfaction; Organizational Culture; Employee Performance

1. Introduction

Human resources are one of the important elements in supporting the achievement of organizational goals, including government institutions. The success of an organization in carrying out its duties and achieving its objectives cannot be separated from the performance of employees who carry out the various responsibilities assigned to them. Employee performance is an important aspect because it reflects the work results achieved by employees in carrying out their duties in accordance with their responsibilities. According to Rahayu in Dewi and Purnawati (2024:203), employee performance is the quantity and quality of work results achieved by an em-

ployee in carrying out duties in accordance with the responsibilities assigned.

Employee performance in an organization can be influenced by various factors, including leadership style, motivation, job satisfaction, and organizational culture. Leadership style plays a role in directing and influencing employee behavior in carrying out their work. The implementation of an appropriate leadership style can create a conducive work environment, increase work enthusiasm, and encourage employees to provide optimal performance. In addition, motivation is also a factor that encourages employees to carry out their work. Kadarisma in Tanjung and Simatupang (2023:152) states that work motivation is a

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driving force for a person to perform their work better and is one of the factors that differentiates success and failure in working.

In addition to leadership style and motivation, job satisfaction is also related to employee performance. Employees who are satisfied with their work, work environment, relationships with coworkers, and other aspects of their work tend to demonstrate positive attitudes in carrying out their duties. Another factor is organizational culture, which serves as a guideline for employees in behaving and carrying out their work. A good organizational culture can encourage cooperation, discipline, and employee commitment, thereby supporting the achievement of organizational performance.

The BKKBN Office in Banda Aceh is one of the government institutions responsible for population, family planning, and family development. In carrying out these various programs, optimal employee performance is required so that organizational goals can be achieved. Based on an initial survey conducted through informal interviews and direct observations, there are still several conditions related to employee performance. Regarding leadership style, 60.34% of employees agreed that leaders involved employees in decision-making, while 72.41% agreed that leaders provided clear directions. This condition indicates that the provision of direction has been fairly good, but employee involvement in decision-making still needs attention.

Regarding motivation, 67.24% of employees agreed that they received encouragement to improve their performance, and 70.69% stated that the work they performed was in accordance with their abilities. Meanwhile, regarding job satisfaction, 74.14% of employees stated that they were comfortable with the work environment, and 77.59% stated that they were satisfied with their relationships with coworkers. Regarding organizational culture, 79.31% of employees agreed that employees helped one another in completing tasks, and 77.59% stated that they complied with organizational rules. As for employee performance, 74.14% stated that they were able to achieve the expected quality of work, and 81.03% stated that they were responsible for the work assigned to them.

Based on these conditions, although most employee responses indicate fairly good conditions, several aspects still need attention, particularly employee involvement in decision-making, encouragement to improve performance, and the achievement of the expected quality of work. Therefore, it is important to determine the extent to which leadership style, motivation, job satisfaction, and organizational culture influence employee performance at the BKKBN Office in Banda Aceh. Based on this description, this study was conducted with the title "The Influence of Leadership Style, Motivation, Job Satisfaction, and Organizational Culture on Employee Performance at the BKKBN Office in Banda Aceh."

2. Literature Review

2.1 Employee Performance

Employee performance is the work achievement obtained by an employee within a certain period as a form of the quality of their ability to carry out the responsibilities and roles assigned. Performance refers to the work results or work achievements in the form of activities that have been planned based on predetermined targets or objectives and carried out within a certain period.

According to Fadel in Dewi and Purnawati (2024:203), employee performance can be measured through several indicators:

- Quality, referring to the quality of work based on the leader's perception of the work produced and the completion of tasks according to employees' skills and abilities.
- Quantity, referring to the amount of work produced, usually expressed in terms of the number of units or activities completed.
- Timeliness, referring to the extent to which activities are completed within a predetermined period.
- Effectiveness, referring to the level of utilization of organizational resources, such as human resources, money, technology, and raw materials, to maximize results.
- Independence, referring to the extent to which an employee is able to carry out their work functions.
- Work commitment, referring to the level of an employee's commitment to the institution and their responsibility toward the organization.

2.2 Leadership Style

Leadership style is a pattern of behavior, attitude, and approach consistently used by a leader to influence, direct, guide, and motivate subordinates to cooperate effectively and productively in achieving organizational goals. Leadership style is reflected in the way leaders make decisions, communicate, provide direction, and control the performance of subordinates. According to Sedarmayanti (2023), leadership style is influenced by various conditions and characteristics originating from the leader and the organizational environment, including the leader's personal characteristics, organizational culture and values, and work systems and structures.

According to Hasibuan (2022), the indicators of leadership style include:

- Decision-making ability, namely the leader's ability to determine and establish decisions appropriately, rationally, and responsibly for the interests of the organization and the smooth implementation of work.
- Ability to provide motivation, namely the leader's ability to encourage, mobilize, and generate employees' enthusiasm to work productively and achieve predetermined goals.
- Communication ability, namely the leader's ability to convey information, directions, and policies clearly, openly, and effectively and to establish two-way communication with subordinates.
- Ability to control subordinates, namely the leader's ability to direct, guide, supervise, and control the behavior and performance of subordinates according to organizational standards and objectives.

- e. Responsibility and role modeling, namely the leader's attitude in demonstrating discipline, honesty, and responsibility and becoming a good example for subordinates in carrying out their duties and responsibilities.

2.3 Work Motivation

Motivation is an internal or external drive that generates enthusiasm, directs behavior, and maintains an individual's efforts to act in order to achieve certain goals, both personal and organizational goals. According to Wibowo (2024), motivation is a psychological process that plays a role in generating, directing, and maintaining an individual's work behavior so that employees are encouraged to make maximum efforts, demonstrate high work enthusiasm, and achieve organizational and personal goals effectively. Hasibuan (2021) states that motivation is the provision of a driving force that creates enthusiasm and work spirit so that individuals are willing to cooperate, work effectively and efficiently, and integrate their abilities and efforts to achieve organizational goals while obtaining satisfaction at work.

According to Wibowo (2024), work motivation can be measured through the following indicators:

- a. Work intensity, referring to the level of seriousness and amount of effort exerted by employees in carrying out their work.
- b. Behavioral direction, referring to the suitability of employees' actions and work behavior with organizational goals and objectives.
- c. Persistence, referring to employees' ability to remain consistent, not give up easily, and continue completing tasks despite facing obstacles.
- d. Work responsibility, referring to employees' awareness and willingness to carry out their duties with full responsibility and commitment.
- e. Work enthusiasm, referring to employees' enthusiasm, interest, and positive attitude in carrying out their daily work.

2.4 Job Satisfaction

Job satisfaction is an emotional condition and positive attitude experienced by individuals toward their work as a result of an assessment of various aspects of the job, such as the tasks performed, rewards received, work environment, and relationships with supervisors and coworkers, which consequently affect work enthusiasm, performance, and loyalty. According to Robbins and Judge (2023), job satisfaction is a positive emotional state that arises from an individual's evaluation of their work or work experience, reflecting the extent to which the job is able to fulfill employees' needs, expectations, and values. According to Sutrisno (2020), job satisfaction is a pleasant or unpleasant emotional state experienced by employees in viewing and carrying out their work, which reflects an individual's attitude toward the job.

According to Robbins and Judge (2023), job satisfaction can be measured through the following indicators:

- a. Satisfaction with the work itself, describing employees' feelings toward the type of work performed, including the suitability of tasks

with their abilities, clarity of responsibilities, and work challenges.

- b. Work discipline, indicating the extent to which employees comply with applicable work rules and provisions.
- c. Satisfaction with work results or achievements, reflecting employees' satisfaction with the results they have achieved, including recognition, performance assessment, and rewards received.
- d. Commitment and loyalty to the organization, describing employees' emotional attachment to the organization and willingness to remain part of the organization.
- e. Positive attitudes toward the work environment and duties, showing employees' attitudes toward the work environment and workload, including their ability to cooperate with coworkers, comfort with working conditions, and willingness to perform tasks constructively.

2.5 Organizational Culture

Organizational culture is a system of values, beliefs, norms, and behavioral patterns shared by all members of an organization and used as guidelines in thinking, behaving, and acting in carrying out work to achieve organizational goals. According to Fahmi (2022), organizational culture refers to values, norms, and behavioral patterns that are believed in and consistently practiced by organizational members, thereby creating organizational identity and characteristics. According to Kasmir (2021), organizational culture is a set of unwritten rules, values, and habits that develop within an organization and influence employees' attitudes and work behavior. Furthermore, Edison, Anwar, and Komariyah (2020) state that organizational culture is a pattern of values, beliefs, and habits mutually agreed upon and used as guidelines for the behavior of organizational members in carrying out work activities.

According to Fahmi (2022), organizational culture can be measured through the following indicators:

- a. Organizational values, namely principles and beliefs shared by members and used as guidelines for behavior at work.
- b. Work norms, namely unwritten rules governing employees' attitudes, behavior, and ways of working within the organization.
- c. Work discipline, namely the level of employees' compliance with organizational regulations, working hours, and applicable standards.
- d. Organizational commitment, namely the level of employees' attachment and willingness to remain part of the organization and contribute optimally.
- e. Teamwork, namely the ability of organizational members to work collaboratively, support one another, and respect each other in achieving common goals.
- f. Responsibility, namely employees' awareness of carrying out their duties and obligations consistently and professionally.

2.6 Theoretical Framework and Hypothesis Development

1. Theoretical Framework

The research framework is a framework that illustrates the relationships among the concepts to be observed and measured through the research to be conducted. The following is an illustration of the research framework used in this study:

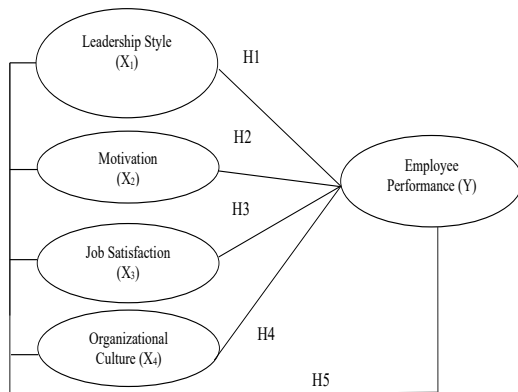


Figure 1. Theoretical Framework

2. Research Hypotheses

Based on the framework above, the initial hypotheses used to examine the relationships among the variables can be identified as follows:

- H1: It is hypothesized that leadership style has an effect on employee performance at the BKKBN Office in Banda Aceh.
- H2: It is hypothesized that work motivation has an effect on employee performance at the BKKBN Office in Banda Aceh.
- H3: It is hypothesized that job satisfaction has an effect on employee performance at the BKKBN Office in Banda Aceh.
- H4: It is hypothesized that organizational culture has an effect on employee performance at the BKKBN Office in Banda Aceh.
- H5: It is hypothesized that leadership style, work motivation, job satisfaction, and organizational culture simultaneously have an effect on employee performance at the BKKBN Office in Banda Aceh.

3. Method

3.1 Research Design

This study employed a quantitative research approach with an associative research design. Quantitative research is used to examine hypotheses regarding relationships among variables through data collection using research instruments and statistical data analysis. This study aims to examine the effect of Leadership Style (X1), Work Motivation (X2), Job Satisfaction (X3), and Organizational Culture (X4) on Employee Performance (Y) at the BKKBN Office in Banda Aceh.

The research focuses on examining the causal relationship between the independent variables and the dependent variable. The independent variables in this study consist of Leadership Style, Work Motivation, Job Satisfaction, and Organizational Culture, while the dependent variable is Employee Performance. The unit of anal-

ysis in this study is employees at the BKKBN Office in Banda Aceh.

3.2 Research Location and Time

This research was conducted at the BKKBN Office in Banda Aceh, located at Jl. T. Nyak Arief Lampineung, Kuta Alam, Banda Aceh. The object of this research was all employees of the BKKBN Office in Banda Aceh. The study focused on Leadership Style, Work Motivation, Job Satisfaction, Organizational Culture, and Employee Performance.

The research was conducted from April 2025 until completion. The research activities included initial observation, proposal preparation, questionnaire distribution, data collection, data analysis, and preparation of the research report.

3.3 Population and Sample

Population is a general area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn (Sugiyono, 2022). The population in this study consisted of all State Civil Apparatus (ASN) working at the BKKBN Office in Aceh, totaling 138 employees. A sample is a representation of the population that is capable of describing the population as a whole and is subsequently used as a basis for forming opinions or drawing conclusions (Sekaran & Bougie, 2016). The sample selected from the population must be truly representative. The sampling method used in this study was *simple random sampling* using the *Slovin* formula. The formula is $n = N / (1 + Ne^2)$, where n is the sample size, N is the population size, and e is the desired margin of error, usually 0.10 or 10%. Due to limitations of time and cost, an error rate of 10% was selected, which can still be used in the *Slovin* formula. The data obtained from the BKKBN Office in Aceh showed that there were 138 State Civil Apparatus (ASN) employees. Based on the *Slovin* formula, the minimum sample size was determined as follows: $n = 138 / (1 + 138(0.10)^2) = 138 / 2.38 = 57.98 \approx 58$ respondents. Therefore, based on the *Slovin* formula with an error rate of 10%, the minimum sample size determined from a population of 138 employees at the BKKBN Office in Aceh was 58 employees.

3.4 Research Instrument

The research instrument used in this study was a questionnaire distributed to respondents to obtain primary data. The questionnaire consisted of statements related to the research variables, namely Leadership Style (X1), Work Motivation (X2), Job Satisfaction (X3), Organizational Culture (X4), and Employee Performance (Y).

The measurement of the research variables used a five-point Likert scale. The response categories consisted of Strongly Agree (5), Agree (4), Less Agree (3), Disagree (2), and Strongly Disagree (1). The Likert scale was used to measure respondents' attitudes, opinions, and perceptions toward the research variables.

In addition to primary data obtained through questionnaires, this study also used secondary data obtained from books, journals, and other relevant sources related to the research topic.

3.5 Data Analysis Technique

1. Validity Test

The validity test is used to determine whether a questionnaire is valid or not. A questionnaire is considered valid if the questions in the questionnaire are able to reveal what is intended to be measured by the questionnaire (Imam Ghozali, 2022). The validity test is conducted by comparing the calculated r value with the r table value with a degree of freedom (df) = $n - 2$ at an alpha level of 0.05. If the calculated r value is greater than the r table value and is a positive value, then the item, question, or indicator is declared valid.

2. Reliability Test

The reliability test is a tool used to measure a questionnaire that serves as an indicator of a variable. A questionnaire is considered reliable if a person's answers to the questions are consistent or stable over time (Imam Ghozali, 2022:22). The method used to test the reliability of the questionnaire in this study was by examining the Cronbach's Alpha value. A variable is considered reliable if it provides a Cronbach's Alpha value > 0.60.

3. Classical Assumption Test

Before testing the hypotheses using multiple linear regression analysis, it is necessary to conduct classical assumption tests, including:

Normality Test

The normality test aims to examine whether, in the regression model, the disturbance variable or residual has a normal distribution or not. The normality test is used to determine whether the variable data obtained are close to a normally distributed population or not (Imam Ghozali, 2022:23). The analytical tool used in this study is the Kolmogorov-Smirnov (K-S) test. The decision-making criteria in the normality test are that if the asymp. Sig. > alpha 0.05, the data are normally distributed, whereas if the asymp. Sig. < alpha 0.05, the data are not normally distributed.

Multicollinearity Test

The multicollinearity test aims to examine whether the regression model has a correlation among the independent variables. A good regression model should not have a correlation among the independent variables (Imam Ghozali, 2022:23). The multicollinearity test in this study was conducted by examining the Inflation Factor (VIF) and Tolerance values in the regression model. If the VIF value is less than 10 and the Tolerance value is greater than 0.1, the regression model is considered free from multicollinearity.

Heteroscedasticity Test

The heteroscedasticity test aims to examine whether the regression model has unequal residual variances between one observation and another. There are several ways to detect the presence or absence of heteroscedasticity. In this study, the researcher used a Residual Plot. The heteroscedasticity test was conducted using a plot graph between the predicted values of the dependent variable and its residuals. Heteroscedasticity does not occur if there is no clear pattern and the points are scattered above

and below the number 0 on the axis (Imam Ghozali, 2022:23).

4. Multiple Linear Regression Analysis

The research data were analyzed using the Multiple Linear Regression model and processed using the SPSS (*Statistical Package for the Social Sciences*) Version 27 program. The Multiple Linear Regression model equation in this study can be formulated as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e$$

The descriptions of the formula above are as follows:

Y = Employee Performance

a = Constant

X₁ = Leadership Style

X₂ = Motivation

X₃ = Job Satisfaction

X₄ = Organizational Culture

b₁, b₂, b₃, and b₄ = Regression coefficients

e = Error term

5. Partial Test (t-test)

The t-test is used to examine the significance level of the independent variables X₁ on Y, X₂ on Y, X₃ on Y, and X₄ on Y individually. The testing criteria are as follows:

a. If t-calculated > t-table, then H_a is accepted, and H₀ is rejected.

b. If t-calculated < t-table, then H₀ is accepted and H_a is rejected.

The hypothesis testing can be described as follows:

Ho₁ = Leadership Style has no effect on employee performance at the BKKBN Office in Banda Aceh.

Ha₁ = Leadership Style has an effect on employee performance at the BKKBN Office in Banda Aceh.

Ho₂ = Motivation has no effect on employee performance at the BKKBN Office in Banda Aceh.

Ha₂ = Motivation has an effect on employee performance at the BKKBN Office in Banda Aceh.

Ho₃ = Job Satisfaction has no effect on employee performance at the BKKBN Office in Banda Aceh.

Ha₃ = Job Satisfaction has an effect on employee performance at the BKKBN Office in Banda Aceh.

Ho₄ = Organizational Culture has no effect on employee performance at the BKKBN Office in Banda Aceh.

Ha₄ = Organizational Culture has an effect on employee performance at the BKKBN Office in Banda Aceh.

6. Simultaneous Test (F-test)

The F-test is used to examine the significance level of the independent variables (X₁, X₂, X₃, and X₄) simultaneously or collectively on the dependent variable (Y). The testing criteria are as follows:

a. If F-calculated > F-table, then H_a is accepted, and H₀ is rejected.

b. If F-calculated < F-table, then H₀ is accepted and H_a is rejected.

The hypothesis testing can be described as follows:

Ho₄ = Leadership Style, Motivation, Job Satisfaction, and Organizational Culture have no effect on employee performance at the BKKBN Office in Banda Aceh.

Ha₄ = Leadership Style, Motivation, Job Satisfaction, and Organizational Culture have an effect on employee performance at the BKKBN Office in Banda Aceh.

4. Results and Discussion

4.1 Respondent Characteristics

The characteristics of the respondents describe the respondents' identities in terms of gender, age, highest educational level, length of employment, and marital status, which were obtained from the distribution of questionnaires to 58 respondents at the BKKBN Office in Banda Aceh. For more details, the characteristics of the respondents can be seen in the following Picture 2.

No.	Variable	Frequency	Percentage
1.	Gender:		
	- Male	38	65,5%
	- Female	20	34,5%
Total		58	100%
2.	Age :		
	- ≤ 25 years	10	17,2%
	- 26-35 years	13	22,4%
	- 36-45 years	15	25,9%
	- ≥ 45 years	20	34,5%
Total		58	100%
3.	Highest Educational Level:		
	- SMA	0	0%
	- Diploma (D3)	39	67,2%
	- Bachelor's Degree (S1)	11	19,0%
	- Postgraduate Degree (S2-S3)	8	13,8%
Total		58	100%
4.	Length of Employment:		
	- ≤ 3 years	7	12,1%
	- 4-6 years	12	20,7%
	- 7-9 years	11	19,0%
	- 10 years	28	48,2%
Total		58	100%
5.	Marital Status:		
	- Not Married	18	31,0%
	- Married	36	62,1%
	- Previously Married	4	6,9%
Total		58	100%

Figure 2. Respondent characteristics

The characteristics of the respondents in this study, who were employees of the BKKBN Office in Banda Aceh, consisted of 58 respondents. Based on gender, the majority of respondents were male, totaling 38 respondents (65.5%), while female respondents totaled 20 respondents (34.5%). This indicates that the respondents at the BKKBN Office in Banda Aceh were predominantly male.

Based on age, the largest number of respondents was in the age group of ≥ 45 years, consisting of 20 respondents (34.5%). This was followed by the 36–45 years age group with 15 respondents (25.9%), the 26–35 years age group with 13 respondents (22.4%), and the ≤ 25 years age group, which had the fewest respondents, with 10 respondents (17.2%). These data indicate that most respondents at the BKKBN Office in Banda Aceh were of productive age and had considerable work experience.

In terms of the highest educational level, the majority of respondents had a Diploma (D3) education, totaling 39 respondents (67.2%). Respondents with a Bachelor's Degree (S1) totaled 11 respondents (19.0%), while those with a Postgraduate Degree (S2–S3) totaled 8 respondents (13.8%). There were no respondents with a Senior High School (SMA) education (0%). This indicates that most staff at the BKKBN Office in Banda Aceh had a higher education background that was relevant to their work.

Based on length of employment, the largest number of respondents had worked for ≥ 10 years, totaling 28 respondents (48.2%). This was followed by respondents with 4–6 years of work experience, totaling 12 respondents (20.7%), those with 7–9 years of work experience, totaling 11 respondents (19.0%), and those with ≤ 3 years of work experience, which represented the smallest group, with 7 respondents (12.1%). These data indicate that most respondents at the BKKBN Office in Banda Aceh had relatively long work experience.

In terms of marital status, the majority of respondents were married, totaling 36 respondents (62.1%). Respondents who were not married totaled 18 respondents (31.0%), while respondents who had previously been married totaled 4 respondents (6.9%). This indicates that most staff at the BKKBN Office in Banda Aceh had a stable marital status.

4.2 Data Analysis Results

1. Validity Test

Question Item	Variable	r-calculated	R table	Status
Item A1	Y	0.781	0.254	Valid
Item A2		0.557	0.254	Valid
Item A3		0.477	0.254	Valid
Item A4		0.290	0.254	Valid
Item A5		0.389	0.254	Valid
Item A6		0.498	0.254	Valid
Item B1	X1	0.624	0.254	Valid
Item B2		0.356	0.254	Valid
Item B3		0.516	0.254	Valid
Item B4		0.373	0.254	Valid
Item B5		0.488	0.254	Valid
Item C1	X2	0.719	0.254	Valid
Item C2		0.711	0.254	Valid
Item C3		0.755	0.254	Valid
Item C4		0.744	0.254	Valid
Item C5	X3	0.311	0.254	Valid
Item D1		0.365	0.254	Valid
Item D2		0.478	0.254	Valid
Item D3		0.382	0.254	Valid
Item D4		0.482	0.254	Valid
Item D5	X4	0.272	0.254	Valid
Item E1		0.574	0.254	Valid
Item E2		0.375	0.254	Valid
Item E3		0.590	0.254	Valid
Item E4		0.465	0.254	Valid
Item E5		0.360	0.254	Valid
Item E6		0.271	0.254	Valid

Figure 3. Validity Test

It can be explained that all variables used in this study are declared valid, so all questions contained in the research questionnaire are considered valid to proceed to further research, as the validity values obtained are greater than the critical value of the Product Moment of 0.254

at a significance level of $\alpha = 5\%$. Therefore, the data instrument is considered appropriate for further discussion.

2. Reliability Test

To assess the reliability of the questionnaire used, this study employed a reliability test based on Cronbach's Alpha, which is commonly used for testing questionnaires in social science research. This analysis was used to interpret the correlation between the scale developed and the existing variable scale. The reliability test was used to measure the accuracy and consistency of the instrument. A variable is considered reliable if it provides a Cronbach's Alpha value > 0.60 . For more details, the alpha values for each variable are presented in the following table:

Table 1. Reliability Test

No.	Variable	Alpha Value	Criterion	Status
1.	Employee Performance (Y)	0,684	0,60	Reliable
2.	Leadership Style (X1)	0,625	0,60	Reliable
3.	Motivation (X2)	0,729	0,60	Reliable
4.	Job Satisfaction (X3)	0,669	0,60	Reliable
5.	Organizational Culture (X4)	0,612	0,60	Reliable

The reliability test in this study was conducted to determine the level of consistency of the research instrument in measuring the variables under study. The reliability test was conducted using the Cronbach's Alpha coefficient with the assistance of the SPSS program. An instrument is declared reliable if it has a Cronbach's Alpha value greater than 0.60.

Based on Table 4.3, all research variables showed Cronbach's Alpha values above 0.60, indicating that all instruments were categorized as reliable. The Alpha value for the Employee Performance variable (Y) was 0.684, Leadership Style (X1) was 0.625, Motivation (X2) was 0.729, Job Satisfaction (X3) was 0.669, and Organizational Culture (X4) was 0.612. These results indicate that the instruments used in this study have a good level of consistency and can be used for further data analysis. Based on Table 4.3, all research variables showed Cronbach's Alpha values above 0.60, indicating that all instruments were categorized as reliable. The Alpha value for the Employee Performance variable (Y) was 0.684, Leadership Style (X1) was 0.625, Motivation (X2) was 0.729, Job Satisfaction (X3) was 0.669, and Organizational Culture (X4) was 0.612. These results indicate that the instruments used in this study have a

good level of consistency and can be used for further data analysis.

4.3 Classical Assumption Test.

1. Normality Test

The normality assumption test was conducted to examine the data of the independent variables (X) and the dependent variable (Y) in the resulting regression equation, whether the data were normally distributed or not normally distributed. If the data distribution is normal, then data analysis and hypothesis testing use parametric statistics. The normality test of the data was conducted using the Kolmogorov-Smirnov *One-Sample Test* with the following testing criterion: if the significance probability is > 0.05 , then the data are normally distributed. The data processing in this study obtained the following results:

Table 2. Normality Test

Normality	Residual
Kolmogorov-Smirnov Z	0,200
Sig.	0,506

Based on Table 2, the normality test was conducted using the Kolmogorov-Smirnov *One-Sample Test* on the residual values. The test results showed that the Kolmogorov-Smirnov Z value was 0.200 with a significance value (Sig.) of 0.506. Since the significance value was greater than 0.05, it can be concluded that the residual data were normally distributed.

With the normality assumption being fulfilled, the regression model used in this study can be analyzed using parametric statistics, and hypothesis testing can be conducted validly. These results indicate that the deviation of the data from a normal distribution was not significant, allowing regression analysis and interpretation of the research results to be carried out with a good level of reliability.

2. Multicollinearity Test

This classical assumption test is used to measure the level of association (strength) of the relationship or influence among the independent variables through the magnitude of the correlation coefficient (r). The decision-making guidelines for the multicollinearity test using SPSS are based on the Tolerance and VIF values, as follows:

Based on the Tolerance Value

- If the Tolerance value is greater than 0.10, it means that there is no multicollinearity in the regression model.
- If the Tolerance value is less than 0.10, it means that multicollinearity occurs in the regression model.

Based on the VIF Value

- If the VIF value is less than 10, it means that there is no multicollinearity in the regression model.
- If the VIF value is greater than 10, it means that multicollinearity occurs in the regression model.

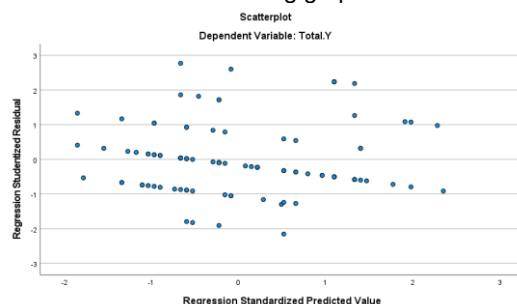
Table 3. Classical Assumption Test of Multicollinearity

Variable	Collinearity	
	Tolerance	VIF
Leadership Style (X1)	0.918	1.089
Motivation (X2)	0.855	1.170
Job Satisfaction (X3)	0.803	1.246
Organizational Culture (X4)	0.752	1.329

Based on Table 3, the output of the multicollinearity test shows that the Tolerance values of all variables are greater than 0.10, while the VIF values of all variables are less than 10. Therefore, referring to the decision-making criteria for the multicollinearity test presented above, it can be concluded that there is no multicollinearity among the variables.

3. Heteroscedasticity Test

Sahir (2021:69) states, "The heteroscedasticity test is used to determine whether there is an inequality of residual variances from one observation to another. If the residuals have the same variance, it is referred to as homoscedasticity, whereas if the variances are unequal, it is referred to as heteroscedasticity. A good regression equation should not exhibit heteroscedasticity. This analysis was conducted using SPSS Version 27 through a scatterplot graph between the predicted values (ZPRED) for the independent variables and the residual values. The results of the data processing for the homoscedasticity test can be seen in the following graph:

**Figure 5.** Heteroscedasticity test

Based on the results shown in Figure 5, the scatterplot shows that the points are scattered both below and above the Y-axis and do not form a regular pattern. Therefore, it can be concluded that the independent variables do not exhibit heteroscedasticity and are homoscedastic.

4.4 Hypothesis Test Results

1. Influence of Independent Variables on the Dependent Variable

As stated in the research problem formulation and hypotheses, this study analyzes Leadership Style (X1), Motivation (X2), Job Satisfaction (X3), and Organizational Culture (X4) as independent variables, both simultaneously and partially. Therefore, the analysis is based on multiple linear regression analysis, as shown in the:

Based on the results of the multiple regression analysis presented in, the regression equation is obtained as follows:

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	13.943	5.102		2.733	.009
Leadership Style (X1)	0.352	0.171	0.220	2.054	.045
Motivation (X2)	0.562	0.186	0.334	3.015	.004
Job Satisfaction (X3)	0.334	0.155	0.247	2.157	.036
Organizational Culture (X4)	0.532	0.122	0.516	4.365	.000

a. Dependent Variable: Employee Performance (Y)

Figure 6. The Effect of Each Independent Variable on the Dependent Variable

Based on Table 4.11, the results of the regression analysis show the influence of Leadership Style (X1), Motivation (X2), Job Satisfaction (X3), and Organizational Culture (X4) on the dependent variable, Employee Performance (Y). The regression equation obtained is as follows:

$$Y = 13.943 + 0.352 X1 + 0.562 X2 + 0.334 X3 + 0.532 X4$$

where Y is Employee Performance, X1 is Leadership Style, X2 is Motivation, X3 is Job Satisfaction, and X4 is Organizational Culture.

Constant

The constant value of 13.943 indicates that when the variables Leadership Style, Motivation, Job Satisfaction, and Organizational Culture are considered constant or unchanged, the average Employee Performance will have a value of 13.943 units.

Regression Coefficients

- The regression coefficient of the Leadership Style variable (X1) is 0.352, which means that every 1-unit increase in Leadership Style will increase Employee Performance by 0.352 units, assuming that the other variables remain constant. The significance value of 0.045 (<0.05) indicates that this effect is statistically significant.
- The regression coefficient of the Motivation variable (X2) is 0.562, meaning that every 1-unit increase in Motivation will increase Employee Performance by 0.562 units, assuming that the other variables remain constant. The significance value of 0.004 (<0.05) indicates that this effect is statistically significant.
- The regression coefficient of the Job Satisfaction variable (X3) is 0.334, indicating that every 1-unit increase in Job Satisfaction will increase Employee Performance by 0.334 units, assuming that the other variables remain constant. The significance value of 0.036 (<0.05) indicates a statistically significant effect.
- The regression coefficient of the Organizational Culture variable (X4) is 0.532, meaning that every 1-unit increase in Organizational Culture will increase Employee Performance by 0.532 units, assuming that the other variables remain constant. The significance value of 0.000 (<0.05) indicates that this effect is highly statistically significant.

Based on these regression results, it can be concluded that the four independent variables, namely Leadership Style, Motivation, Job Satisfaction, and Organizational Culture, simultaneously have a positive and significant effect on Employee Performance. In addition, the standardized Beta coefficients show that Organizational Culture (Beta = 0.516) has the most dominant influence compared with the other variables, followed by Motivation (Beta = 0.334), Job Satisfaction (Beta = 0.247), and Leadership Style (Beta = 0.220).

2. Correlation and Coefficient of Determination

The coefficient of determination, symbolized by (R^2), aims to determine the extent of the contribution of the independent variables to the increase or decrease in the dependent variable in the regression equation. The results of the coefficient of determination test are as follows:

Model Summary ^a					Description
Model	R	R ²	Adjusted R ²	Std. Error of the Estimate	
1	0.666 ^a	0.444	0.402	1.355	Quite Strong

Figure 6 Coefficient of Determination Test

Based on Picture 6, the coefficient of determination test was conducted to determine the extent to which the independent variables simultaneously contribute to the dependent variable. The R value of 0.666 indicates a moderate positive relationship between the independent variables, namely Leadership Style, Motivation, Job Satisfaction, and Organizational Culture, and the dependent variable, Employee Performance.

The R^2 value of 0.444 indicates that 44.4% of the variation in Employee Performance can be explained jointly by the four independent variables. Meanwhile, the remaining 55.6% is influenced by other factors that are not included in the research model.

The Adjusted R^2 value of 0.402 indicates that after being adjusted for the number of variables and sample size, the contribution of the independent variables to Employee Performance remains in the moderate category. This indicates that the regression model used has a fairly good ability to explain variations in Employee Performance in the research setting.

Thus, the four independent variables have a significant influence on Employee Performance, although there are still other factors outside the model that also influence the dependent variable.

3. Partial Test (t-Test)

The partial test is used to examine the significance of each independent variable on the dependent variable. The decision is made by comparing the calculated t-value with the t-table value at a significance level of $\alpha = 5\%$. The calculation results are presented in the following table:

Table 4. Partial Test (t-Test)

No.	Independent Variable	t-count	t-table	Sig
1.	Leadership	2.054	1.674	0.0

No.	Independent Variable	t-count	t-table	Sig
	Style (X1)			45
2.	Motivation (X2)	3.015	1.674	0.004
3.	Job Satisfaction (X3)	2.157	1.674	0.036
4.	Organizational Culture (X4)	4.365	1.674	0.000

Based on Table 4.13, the partial test (t-test) was conducted to determine the effect of each independent variable on the dependent variable individually. In this study, the independent variables consist of Leadership Style (X1), Motivation (X2), Job Satisfaction (X3), and Organizational Culture (X4), while the dependent variable is Employee Performance (Y) at the BKKBN Office in Banda Aceh.

- The Leadership Style variable (X1) shows a calculated t-value of 2.054, which is greater than the t-table value of 1.674, with a significance value of $0.042 < 0.05$. Thus, the alternative hypothesis (H_{a1}) is accepted, and the null hypothesis (H_{o1}) is rejected, meaning that Leadership Style partially has a positive and significant effect on Employee Performance at the BKKBN Office in Banda Aceh. This indicates that the implementation of an appropriate leadership style can improve employee performance.
- The Motivation variable (X2) has a calculated t-value of 3.015, which is greater than the t-table value of 1.674, with a significance value of $0.024 < 0.05$. Thus, the alternative hypothesis (H_{a2}) is accepted and the null hypothesis (H_{o2}) is rejected. These results indicate that Motivation partially has a positive and significant effect on Employee Performance at the BKKBN Office in Banda Aceh. This means that the higher the employees' work motivation, the better the performance produced.
- The Job Satisfaction variable (X3) shows a calculated t-value of 2.157, which is greater than the t-table value of 1.674. Thus, the alternative hypothesis (H_{a3}) is accepted, and the null hypothesis (H_{o3}) is rejected, meaning that Job Satisfaction partially has a positive and significant effect on Employee Performance at the BKKBN Office in Banda Aceh. This indicates that employees who are satisfied with their jobs tend to demonstrate higher performance.
- The Organizational Culture variable (X4) has a calculated t-value of 4.365, which is greater than the t-table value of 1.674. Thus, the alternative hypothesis (H_{a4}) is accepted, and the null hypothesis (H_{o4}) is rejected. These results indicate that Organizational Culture has a positive and significant effect on Employee Performance at the BKKBN Office in Banda Aceh. This means that a strong and

positive organizational culture can significantly encourage improved employee performance.

Based on the results of the partial test, it can be concluded that Leadership Style, Motivation, Job Satisfaction, and Organizational Culture individually have a positive and significant effect on Employee Performance at the BKKBN Office in Banda Aceh. These results emphasize the importance of internal organizational factors in improving employee performance.

4. Simultaneous Test (F-Test)

The simultaneous test is conducted to determine whether the independent variables, namely Leadership Style (X1), Motivation (X2), Job Satisfaction (X3), and Organizational Culture (X4), simultaneously affect the dependent variable, Employee Performance (Y), at the BKKBN Office in Banda Aceh, as shown in the following table:

Table 5. Simultaneous Test (F-Test)

	Model	Sum of Squares	Df	Mean Squares	F-calculated	F-table	Sig.
1	Regression	77.654	4	19.414	10.579	2,550	.013 ^b
	Residual	97.260	53	1.835			
	Total	174.914	57				

Based on Table 4.14, the ANOVA test (F-test) was conducted to determine whether the independent variables, namely Leadership Style (X1), Motivation (X2), Job Satisfaction (X3), and Organizational Culture (X4), simultaneously have a significant effect on the dependent variable, Employee Performance (Y) at the BKKBN Office in Banda Aceh.

The test results show that the calculated F-value is 10.579, which is greater than the F-table value of 2.550, with a significance value of 0.013 < 0.05. Thus, the alternative hypothesis (Ha) is accepted, and the null hypothesis (Ho) is rejected, meaning that Leadership Style, Motivation, Job Satisfaction, and Organizational Culture simultaneously have a significant effect on Employee Performance at the BKKBN Office in Banda Aceh.

These results indicate that the combination of leadership factors, work motivation, job satisfaction, and organizational culture plays an important role in improving employee performance. This means that the improvement and management of these four aspects simultaneously can encourage more optimal improvement in employee performance within the BKKBN Office in Banda Aceh.

4.5 Discussion

1. The Influence of Leadership Style, Motivation, Job Satisfaction, and Organizational Culture on Employee Performance

Based on the results of the simultaneous test (F-test), Leadership Style (X1), Motivation (X2), Job Satisfaction (X3), and Organizational Culture (X4) were found to have a positive and significant simultaneous effect on Employee Performance (Y) at the BKKBN Office in Banda Aceh. This is evidenced by the calculated F-value of 10.579, which is greater than the F-table value of 2.550, and a significance value of 0.013 (< 0.05). Thus, the hypothesis stating that Leadership Style, Motivation, Job Satisfaction, and Organizational Culture simultaneously affect Employee Performance can be accepted.

These results indicate that employee performance is not influenced by a single factor but rather results from the interaction of various internal organizational factors. Effective leadership style, high work motivation, a good level of job satisfaction, and a strong organizational culture complement one another in creating a conducive work environment for improving employee performance.

The coefficient of determination (Adjusted R²) of 0.402 indicates that the four independent variables are able to explain 40.2% of the variation in Employee Performance, while the remaining 59.8% is influenced by other factors outside the research model, such as employee competence, reward systems, workload, and working environment conditions.

2. The Influence of Leadership Style on Employee Performance

The results of the partial test (t-test) show that Leadership Style (X1) has a positive and significant effect on Employee Performance (Y). This is evidenced by the calculated t-value of 2.054, which is greater than the t-table value of 1.674, with a significance value of 0.042 (< 0.05). Thus, the hypothesis stating that Leadership Style affects Employee Performance is accepted.

These findings indicate that the leadership style implemented at the BKKBN Office in Banda Aceh plays an important role in improving employee performance. Leaders who are able to provide clear directions, make appropriate decisions, and serve as role models for subordinates will encourage employees to work more effectively and responsibly.

The results of this study are consistent with leadership theory, which states that effective leaders are able to influence the behavior and work attitudes of subordinates, thereby having a positive impact on individual and organizational performance.

3. The Influence of Motivation on Employee Performance

Based on the results of the partial test (t-test), Motivation (X2) was proven to have a positive and significant effect on Employee Performance (Y). This is indicated by the calculated t-value of 3.015, which is greater than the t-table value of 1.674, with a significance value of 0.024 (< 0.05).

Thus, the hypothesis stating that Motivation affects Employee Performance is accepted.

Motivation reflects the internal drive of employees to work optimally in achieving organizational goals. Employees who have high motivation tend to be more persistent, enthusiastic, and responsible in completing their tasks. Therefore, increasing employee work motivation at the BKKBN Office in Banda Aceh can be one of the important strategies for improving employee performance sustainably.

4. The Influence of Job Satisfaction on Employee Performance

The results of the partial test show that Job Satisfaction (X3) has a positive and significant effect on Employee Performance (Y). This is evidenced by the calculated t-value of 2.157, which is greater than the t-table value of 1.674. Thus, the hypothesis stating that Job Satisfaction affects Employee Performance is accepted.

Job satisfaction reflects employees' positive feelings toward their work, work environment, and organizational policies. Employees who feel satisfied will demonstrate higher loyalty, commitment, and responsibility, thereby improving the quality and quantity of the performance they produce.

5. The Influence of Organizational Culture on Employee Performance

Based on the results of the partial test (t-test), Organizational Culture (X4) was proven to have a positive and significant effect on Employee Performance (Y). This is indicated by the calculated t-value of 4.365, which is greater than the t-table value of 1.674. Thus, the hypothesis stating that Organizational Culture affects Employee Performance is accepted.

Organizational culture reflects the values, norms, and work habits adopted by employees. A strong and positive organizational culture is able to shape disciplined and responsible work behavior, as well as encourage cooperation among employees. The results of this study also show that Organizational Culture is the variable that has the most dominant influence on employee performance at the BKKBN Office in Banda Aceh.

5. Conclusions and Suggestions

5.1 Conclusions

Based on the results, it shows that leadership style, motivation, job satisfaction, and organizational culture each have a positive and significant effect on employee performance at the BKKBN Office in Banda Aceh. In addition, the four variables simultaneously have a positive and significant effect on employee performance. These findings indicate that improving employee performance requires effective leadership, high work motivation, good job satisfaction, and a strong and supportive organizational culture. Among the four variables, Organizational Culture has the most dominant influence on Employee Performance.

5.2 Suggestions

The BKKBN Office in Banda Aceh is expected to improve employee performance by

implementing communicative, participative, and exemplary leadership, increasing employee motivation through rewards and career development opportunities, improving job satisfaction by creating a fair and comfortable work environment and providing appreciation, and strengthening organizational culture through discipline, responsibility, teamwork, and commitment. Future researchers are also encouraged to expand the scope of research and include other variables to obtain more comprehensive results.

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