



RESEARCH ARTICLE

Influence of Leadership Style and Work Culture on Organizational Performance Through Work Motivation at BNN RI

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Abstract

This study examines the influence of leadership style and work culture on organizational performance at the Badan Narkotika Nasional Republik Indonesia (BNN RI), with work motivation as a mediating variable. Although BNN RI has demonstrated significant operational achievements in narcotics enforcement, internal organizational dynamics such as leadership rotation, cultural alignment, and fluctuating employee motivation may affect long-term institutional performance. This research adopts a quantitative explanatory design using survey data collected from 93 civil servants at the BNN RI headquarters, selected through simple random sampling. Data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) to evaluate both measurement and structural models. The results indicate that leadership style has a positive and significant direct effect on organizational performance and work motivation. Work culture significantly influences work motivation but does not directly affect organizational performance. Work motivation has a positive and significant impact on organizational performance; however, it does not mediate the relationship between leadership style or work culture and organizational performance. The model demonstrates moderate explanatory power, indicating that other variables beyond the proposed model also contribute to performance outcomes. These findings suggest that strengthening leadership quality and fostering a constructive work culture are critical for enhancing organizational performance in public sector institutions, particularly within law enforcement agencies operating in complex and high-risk environments.

Keywords

Leadership Style; Work Culture; Work Motivation; and Organizational Performance.

1 | INTRODUCTION

The primary challenge faced by Badan Narkotika Nasional Republik Indonesia (BNN RI) is how to sustain and continuously improve organizational performance amid the increasing complexity of narcotics threats. In 2025, BNN successfully uncovered 46 cases involving 87 suspects and seized dozens of kilograms of various types of narcotics (BNN, 2025). Furthermore, synergy with the Direktorat Jenderal Bea dan Cukai resulted in the disclosure of 172 cases and the confiscation of money laundering assets amounting to IDR 26.17 billion (Kompas Money, 2025). However, these operational achievements do not automatically guarantee long-term organizational stability. The performance of public organizations such as BNN is determined not only by law enforcement outputs but also by the quality of internal governance and human resource dynamics. Therefore, it is essential to identify internal factors that potentially influence the sustainability of organizational performance.

Leadership changes resulting from job rotations within BNN present another significant issue that may affect organizational stability and strategic direction. Leadership turnover, as part of institutional policy, can create variations in communication patterns, decision-making processes, and work coordination. Al Khajeh (2018) argues that leadership style significantly influences organizational performance because it determines the effectiveness of direction and control. A less participative leadership approach may reduce employee loyalty and morale (Yusuf, 2024), whereas transformational leadership has been shown to enhance employee motivation and trust (Sanjaya *et al.*, 2024). Consequently, inconsistency in leadership style may become a critical factor affecting BNN's organizational performance.

Work culture that is not yet fully conducive also represents a challenge in enhancing BNN's organizational performance. Observations indicate the presence of negative rumors, the formation of exclusive groups, unhealthy competition, and low levels of employee discipline. These conditions suggest weak internalization of organizational values and the suboptimal role of leadership in fostering a strong work culture (Djaelani & Mawardi, 2022). According to Nabila *et al.* (2022), a strong work culture increases responsibility, discipline, and employee commitment. Conversely, a work culture that is misaligned with organizational values may lower morale, motivation, and work efficiency (Mursidah *et al.*, 2023).

Low employee motivation constitutes another critical factor that may weaken the relationship between leadership style, work culture, and organizational performance. Preliminary observations reveal that declining motivation is associated with high workloads, limited decision-making authority, inequitable task distribution, and perceived discrimination in performance evaluation. Yuliadi and Kasmir (2023) state that work motivation functions as a mediating variable between leadership style and organizational performance. Similarly, Asry (2023) confirms that motivation strengthens the influence of work culture on employee performance. In addition, work discipline further reinforces the relationship among leadership, motivation, and employee performance (Sanjaya *et al.*, 2024).

The interrelationship among leadership style, work culture, and work motivation in influencing organizational performance has not yet been comprehensively identified within BNN. Although external performance indicators demonstrate positive achievements, internal organizational dynamics may affect long-term effectiveness. Leadership transitions and inadequately managed work culture may reduce employee motivation and ultimately impact institutional performance. Therefore, empirical research is required to analyze the influence of leadership style and work culture on organizational performance with work motivation as a mediating variable. The findings are expected to serve as a basis for more adaptive, professional, and performance-oriented managerial policies within BNN.

The objective of this study is to empirically analyze the influence of leadership style and work culture on organizational performance within the Badan Narkotika Nasional Republik Indonesia, with employee work motivation serving as a mediating variable. Specifically, the study tests the following hypotheses: (H1) leadership style positively affects organizational performance; (H2) work culture positively affects organizational performance; (H3) leadership style positively affects work motivation; (H4) work culture positively affects work motivation; and (H5) work motivation positively affects organizational performance. Additionally, the study examines the mediating role of work motivation in the relationships between (H6) leadership style and organizational performance, and (H7) work culture and organizational performance. Thus, this research investigates the extent to which leadership changes and work culture dynamics influence employee motivation and their implications for organizational effectiveness, both directly and indirectly.

Conceptually, testing these seven hypotheses aims to obtain a comprehensive structural overview of the relationships among variables within the research model. This analysis enables the identification of the contribution of each exogenous variable to the endogenous variables, as well as the evaluation of the mediating strength of work motivation in strengthening or weakening these relationships. Through this approach, the resulting structural model is expected to provide a systematic empirical explanation of leadership dynamics, organizational culture, and institutional performance. Practically, the findings are anticipated to serve as an evidence-based foundation for formulating adaptive managerial policies to enhance professionalism and institutional performance within BNN in a sustainable manner.

The urgency of this research lies in the strategic need to ensure sustainable organizational performance within the Badan Narkotika Nasional Republik Indonesia in addressing increasingly complex and transnational narcotics threats,

where high operational achievements must be balanced by strengthening internal organizational factors. Dynamic leadership transitions, work culture challenges, and fluctuations in employee motivation may systematically influence institutional effectiveness. Therefore, an empirical study capable of comprehensively explaining the causal relationships among these variables is necessary. The state of the art of this research lies in the simultaneous integration of leadership style and work culture in influencing organizational performance, with work motivation positioned as a mediating variable within a unified structural model, particularly in the context of a national law enforcement agency that remains underexplored empirically. This study not only examines direct effects but also the mediating mechanisms explaining how leadership and work culture are transformed into organizational performance through enhanced employee motivation. Accordingly, this research contributes theoretically to the development of public sector human resource management models and practically to evidence-based policy formulation aimed at improving organizational professionalism and effectiveness.

2 | BACKGROUND THEORY

Organizational performance is a central concept in strategic management that has been extensively discussed by leading scholars. One of the most enduring references is Richard L. Daft in his book *Organization Theory and Design*, where he explains that organizational performance relates to the level of effectiveness and efficiency with which an organization achieves its predetermined goals through the optimal utilization of resources. From this perspective, performance is understood not merely as an outcome but also as a managerial process that reflects an organization's ability to adapt to its external environment. Daft emphasizes that effective organizations are those capable of aligning structure, strategy, and culture to generate sustainable performance. Accordingly, organizational performance is inherently multidimensional, encompassing both financial and non-financial dimensions. This view is reinforced by recent empirical research stating that "organizational performance should be conceptualized as a multidimensional construct rather than a single aggregated outcome" (Hamann & Schiemann, 2021, p. 47). This statement underscores that performance measurement cannot be reduced solely to profit or economic growth indicators. Theoretically, therefore, organizational performance is understood as the integration of strategic goal attainment, operational efficiency, and long-term competitiveness.

Furthermore, research developments over the past five years strengthen the argument that organizational performance results from complex interactions among resources, capabilities, and the environment. A recent literature review emphasizes that "organizational performance reflects the economic outcomes resulting from the alignment between organizational attributes and environmental demands" (Sarwar & Khattak, 2024, p. 6). This quotation highlights that performance does not exist in isolation but is influenced by the alignment between organizational strategy and external dynamics. Another study published in the *Journal of Business Research* affirms that "performance is better modeled as a set of interrelated dimensions capturing financial and non-financial outcomes" (Hamann & Schiemann, 2021, p. 58). This perspective expands Daft's theoretical view by emphasizing the need to balance financial indicators with measures such as customer satisfaction, innovation, and internal effectiveness. Conceptually, this multidimensional approach aligns with contemporary strategic management paradigms that position performance as a primary dependent variable in evaluating organizational effectiveness. Consequently, modern research frequently operationalizes organizational performance through a combination of profitability, growth, service quality, and sustainability indicators. Thus, classical organizational management theory, reinforced by reputable empirical journal findings, demonstrates that organizational performance is a comprehensive, dynamic, and contextual strategic construct.

Leadership style is a central variable in organizational and management theory that explains the consistent behavioral patterns of leaders in influencing, directing, and motivating subordinates to achieve organizational objectives. One of the most widely cited scholars is Stephen P. Robbins in his book *Organizational Behavior*, where leadership style is defined as the distinctive behavioral pattern used by leaders to influence organizational members. From Robbins' perspective, leadership style extends beyond formal authority to include interpersonal skills, communication competence, and decision-making capabilities. He emphasizes that leadership effectiveness depends largely on the congruence between leadership style, subordinate characteristics, and situational context. Therefore, leadership style is understood as a situational and contextual behavioral construct. Empirical support for this view is evident in recent research stating that "leadership style significantly influences employee attitudes and organizational outcomes through behavioral consistency and relational dynamics" (Nguyen *et al.*, 2022, p. 4). This statement confirms that leadership style directly affects employee attitudes and performance. Theoretically, leadership style is thus positioned as a strategic determinant in enhancing organizational effectiveness and performance.

Over the past five years, the literature has identified various dimensions of leadership style, including transformational, transactional, and authentic leadership. A study published in *Frontiers in Psychology* asserts that "transformational leadership enhances organizational performance by fostering intrinsic motivation and psychological empowerment among employees" (Zhang *et al.*, 2023, p. 7). This quotation indicates that transformational leadership

increases intrinsic motivation and psychological empowerment, ultimately improving organizational performance. Additionally, another study finds that “different leadership styles produce distinct patterns of organizational commitment and job performance” (Luo *et al.*, 2021, p. 3). This evidence demonstrates that variations in leadership style yield different outcomes in employee commitment and performance. Conceptually, this aligns with behavioral leadership theory, which emphasizes the relationship between leader actions and subordinate responses. Consequently, contemporary management research often operationalizes leadership style through indicators such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. In summary, leadership theory derived from foundational management literature and supported by empirical findings in reputable journals establishes leadership style as a strategic variable significantly shaping organizational effectiveness and performance.

Work culture is a fundamental concept in organizational theory that explains the system of shared values, norms, and beliefs shaping the behavior of organizational members. A primary reference is Edgar H. Schein in his book *Organizational Culture and Leadership*, where organizational culture is defined as a pattern of basic assumptions learned and shared by a group as it solves problems of external adaptation and internal integration. Schein emphasizes that work culture develops through collective learning processes and subsequently becomes an unwritten guide for action and decision-making. In this context, work culture is not merely symbolic or rhetorical but represents a system of meaning that comprehensively influences organizational effectiveness. Empirical reinforcement is evident in recent research stating that “organizational culture significantly predicts organizational performance and employee engagement” (Putra *et al.*, 2022, p. 5) and that “a strong work culture enhances coordination, commitment, and strategic alignment within organizations” (Almeida & Coelho, 2021, p. 3).

Research over the past five years further demonstrates the strategic role of work culture in improving employee commitment and performance. A study in *Frontiers in Psychology* notes that “organizational culture shapes employees’ attitudes and behaviors through shared values and collective meaning systems” (Zhang *et al.*, 2023, p. 6), indicating that culture functions as a social control mechanism influencing work behavior. Another empirical study finds that “innovative and adaptive cultures are positively associated with long-term organizational sustainability” (Sarwar & Khattak, 2024, p. 8). These findings demonstrate that strong and adaptive work cultures foster organizational sustainability in dynamic environments. Therefore, classical culture theory reinforced by reputable journal evidence confirms that work culture is a strategic variable influencing individual behavior, team effectiveness, and sustainable organizational goal achievement.

Work motivation is a fundamental concept in organizational behavior that explains the internal and external drivers directing individuals to achieve work goals optimally. In classical literature, Gary Dessler in his book *Human Resource Management* explains that work motivation relates to the psychological forces determining the direction, intensity, and persistence of employee behavior within organizations. This perspective emphasizes the role of human resource management in creating reward systems and work environments that enhance employee drive. Work motivation is understood as a mechanism linking individual needs with organizational goals to create alignment of interests. Empirical support is found in recent studies stating that “work motivation has a direct and positive effect on employee job performance and organizational commitment” (Khan *et al.*, 2021, p. 4) and that “intrinsic motivation significantly enhances task performance and innovative behavior” (Decuyper & Schaufeli, 2021, p. 3).

Recent research developments also indicate that work motivation functions as a mediating variable in the relationship between managerial practices and organizational outcomes. A study published in *Sustainability* emphasizes that “employee motivation mediates the relationship between leadership practices and organizational sustainability outcomes” (Al-Madi *et al.*, 2022, p. 7). This demonstrates that motivation is not merely an individual variable but a strategic factor in organizational sustainability. Moreover, another study finds that “high levels of autonomous motivation are associated with greater well-being and superior work performance” (Howard *et al.*, 2022, p. 5). These findings reinforce contemporary motivation theory, which highlights the importance of autonomous rather than externally controlled motivation. In conclusion, motivation theory derived from human resource management literature and strengthened by reputable empirical journal evidence confirms that motivation is a primary determinant in enhancing performance, commitment, and long-term organizational sustainability.

3 | METHOD

This study employs a quantitative approach with an explanatory research design aimed at examining the causal relationships among variables within the proposed research model. The quantitative approach was selected because it enables objective measurement of variables and the analysis of interrelationships using inferential statistical techniques. The primary focus of the study is to analyze the influence of leadership style and work culture on organizational performance, with work motivation serving as a mediating variable. This design is appropriate for testing systematically formulated hypotheses derived from theoretical frameworks and prior empirical studies.

The research subjects consist of Civil Servants (Aparatur Sipil Negara/ASN) assigned to the headquarters of the Badan Narkotika Nasional Republik Indonesia. The selection of these subjects is based on the consideration that ASN

at the central level play a strategic role in policy formulation, operational coordination, and the nationwide implementation of narcotics eradication programs. The unit of analysis in this study is the individual ASN employee. Accordingly, the data collected represent employees' direct perceptions and experiences regarding leadership style, work culture, work motivation, and organizational performance.

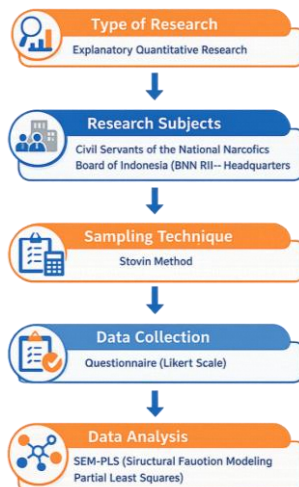


Figure 1. Research Flow Diagram

The sample size was determined using the Slovin formula to obtain a representative sample based on a margin of error of 10%. With a total population of 1,273 ASN at the headquarters of the Badan Narkotika Nasional Republik Indonesia, the sample size was calculated using the Slovin formula as follows.

$$n = \frac{N}{1 + Ne^2}$$

$$n = \frac{1273}{1 + 1273 \times 0,1^2}$$

$$n = \frac{1273}{13,73} \approx 92,7 = 93$$

Accordingly, the final sample size used in this study was rounded to 93 respondents. The sampling technique employed probability sampling using a simple random sampling method, ensuring that each member of the population had an equal opportunity to be selected as a respondent. The research instrument consisted of a structured questionnaire utilizing a Likert scale to measure the latent variables examined in this study.

Hypothesis testing was conducted using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) approach as a multivariate and variance-based data analysis technique. This method was selected because of its capability to simultaneously analyze complex causal relationships among latent variables, including direct effects, indirect effects, and mediating effects within an integrated model. SEM-PLS is particularly suitable for predictive-oriented research and theory development, especially when the research model involves multiple constructs with reflective and formative indicators. Another advantage is its flexibility with relatively small sample sizes and the absence of strict multivariate normality assumptions. Given these characteristics, SEM-PLS was considered appropriate for testing the proposed conceptual model that incorporates comprehensive structural relationships among variables.

The SEM-PLS analysis was conducted in two main stages: evaluation of the measurement model (outer model) and evaluation of the structural model (inner model). The outer model evaluation aimed to ensure that the indicators validly and reliably measured the latent constructs. Convergent validity was assessed by examining factor loadings and the Average Variance Extracted (AVE), while discriminant validity was evaluated using the Fornell-Larcker criterion or the Heterotrait-Monotrait (HTMT) ratio to confirm empirical distinctions among constructs. Construct reliability was assessed through Composite Reliability and Cronbach's Alpha values to ensure the internal consistency of the research instrument. If all criteria were satisfied, the measurement model was deemed adequate for proceeding to structural model testing.

The next stage involved evaluation of the inner model to examine the strength and significance of the relationships among latent variables in accordance with the research hypotheses. This assessment included analyzing path coefficients, the coefficient of determination (R^2), effect size (f^2), and predictive relevance (Q^2). The significance of the relationships

was tested using the bootstrapping procedure to obtain t-statistics and p-values as the basis for hypothesis decision-making. In addition, mediation effects were examined by analyzing the significance of indirect effects and comparing them with direct effects to determine the type of mediation. Therefore, the use of SEM-PLS enabled a comprehensive evaluation of the research model, both in terms of measurement quality and the strength of causal relationships among variables, resulting in findings that are valid, reliable, and possess strong predictive power.

4 | RESULTS AND DISCUSSION

4.1 Results

The results of this study were analyzed using the SEM-PLS method, which consists of two main stages: the outer model test and the inner model test. The outer model evaluation was conducted to ensure that each indicator was able to measure its respective variable validly and reliably. At this stage, outer loading values, Average Variance Extracted (AVE), discriminant validity, as well as Cronbach's Alpha and Composite Reliability were analyzed. If all criteria were satisfied, the measurement model was considered acceptable. Subsequently, the inner model was tested to examine the relationships among variables in accordance with the research hypotheses. This assessment included the analysis of path coefficients, t-statistics or p-values, and R-square values. Thus, these two stages provide an overview of both the quality of the measurement instrument and the strength of the relationships among variables in the study.

The first stage of testing involved the outer model evaluation, which was conducted to ensure that all latent constructs and their respective indicators met the quality criteria of the measurement model within the SEM-PLS framework. This evaluation focused on the extent to which the indicators accurately and consistently reflected the constructs they were intended to measure. Methodologically, the outer model assessment comprised three main aspects: convergent validity, discriminant validity, and reliability. Convergent validity was evaluated through outer loading values and Average Variance Extracted (AVE) to confirm that the indicators exhibited strong correlations with their respective constructs. Discriminant validity was analyzed to examine the ability of each construct to distinguish itself from other constructs, typically using the Fornell-Larcker criterion or cross-loadings. Meanwhile, reliability was assessed using Cronbach's Alpha and Composite Reliability values to ensure the internal consistency of the research instrument. Through these procedures, it could be determined whether the measurement model met the required statistical standards before proceeding to the analysis of the inner model. Therefore, the discussion of the outer model test constitutes a crucial step in ensuring the overall validity and reliability of the structural model examined in this study.

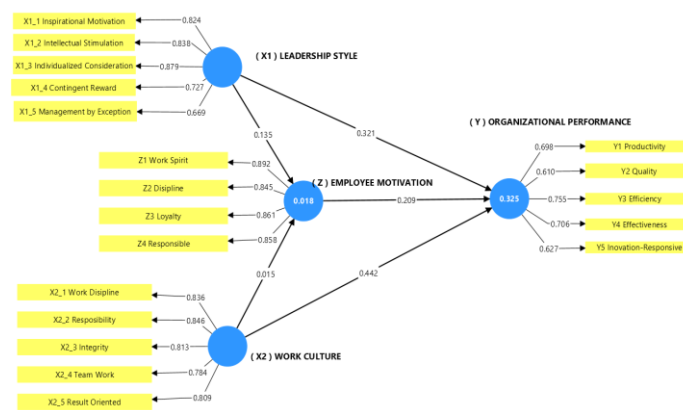


Figure 2. Loading Factor

Convergent validity was evaluated using outer loading values and Average Variance Extracted (AVE). The criteria applied were outer loading ≥ 0.70 and AVE ≥ 0.50 . Based on the analysis results presented in Table 1, all indicators exhibited outer loading values above the minimum threshold after the elimination of one indicator from the Organizational Performance variable (Y_2) that did not meet the required criterion. The AVE values for all constructs were above 0.50, indicating that each construct was able to explain more than 50% of the variance of its indicators. These results demonstrate that the model achieved satisfactory convergent validity.

Table 1. Average Variance Extracted (AVE) Values

Variable	AVE	Criteria	Description
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Leadership Style (X1)	0,621	> 0,50	Valid
Work Culture (X2)	0,669	> 0,50	Valid
Work Motivation (Z)	0,747	> 0,50	Valid
Organizational Performance (Y)	0,530	> 0,50	Valid

Discriminant validity dalam penelitian ini diuji menggunakan kriteria Fornell-Larcker (Tabel 2), yaitu dengan membandingkan nilai akar kuadrat AVE setiap konstruk dengan nilai korelasi antar konstruk lainnya. Suatu konstruk dinyatakan memenuhi validitas diskriminan apabila nilai akar kuadrat AVE lebih besar dibandingkan korelasi konstruk tersebut dengan konstruk lainnya. Berdasarkan hasil pengolahan data menggunakan SmartPLS, seluruh variabel memiliki nilai akar kuadrat AVE yang lebih tinggi dibandingkan nilai korelasinya dengan variabel lain. Hal ini menunjukkan bahwa setiap konstruk memiliki tingkat keunikan yang baik dan mampu menjelaskan variabelnya sendiri dibandingkan dengan variabel lain dalam model. Dengan demikian, model penelitian telah memenuhi kriteria discriminant validity.

Table 2. Discriminant Validity Test Results (Fornell-Larcker Criterion)

Variable	X1	X2	Z	Y
Leadership Style (X1)	0,788			
Work Culture (X2)	< 0,818	0,818		
Work Motivation (Z)	< 0,864	< 0,864	0,864	
Organizational Performance (Y)	< 0,728	< 0,728	< 0,728	0,728

Reliability testing in SEM-PLS was conducted using two primary indicators: Cronbach's Alpha and Composite Reliability (CR). A construct is considered reliable when both Cronbach's Alpha and Composite Reliability values are ≥ 0.70 . Based on the SmartPLS analysis results in this study, all variables demonstrated Cronbach's Alpha and Composite Reliability values above the required minimum threshold. This indicates that the indicators within each construct exhibit good internal consistency and are capable of measuring the latent variables in a stable manner. Therefore, all constructs in this study meet the reliability criteria.

Table 3. Reliability Test Result

Variable	Cronbach's Alpha	Composite (rho_a)	Reliability	Composite (rho_c)	AVE	Keterangan
Leadership Style (X1)	0,863	1,057		0,890	0,621	Reliabel
Work Culture (X2)	0,877	0,884		0,910	0,669	Reliabel
Work Motivation (Z)	0,889	0,922		0,922	0,747	Reliabel
Organizational Performance (Y)	0,704	0,708		0,818	0,530	Reliabel

Based on the results presented in Table 3, all constructs have Cronbach's Alpha values ≥ 0.70 , indicating that each variable demonstrates good internal consistency. The Employee Motivation variable (Z) shows the highest reliability value (0.889), followed by Work Culture (0.877), Leadership Style (0.863), and Organizational Performance (0.704). Although the Cronbach's Alpha value for Organizational Performance is the lowest among the constructs, it remains above the minimum threshold of 0.70 and is therefore considered reliable. The Composite Reliability (rho_c) values for all constructs also exceed 0.70, ranging from 0.818 to 0.922. This indicates that the constructs possess very good composite reliability and greater stability compared to Cronbach's Alpha, as Composite Reliability accounts for the individual loading weights of each indicator. The rho_a values further support these findings, although the Leadership Style variable slightly exceeds 1.00 (1.057). In PLS practice, this situation may occur due to model estimation characteristics and still indicates very high reliability.

Overall, the outer model evaluation demonstrates that all constructs in this study meet the required validity and reliability criteria in SEM-PLS analysis. In terms of convergent validity, all variables have Average Variance Extracted (AVE) values above 0.50, namely Leadership Style (0.621), Work Culture (0.669), Organizational Performance (0.530), and Employee Motivation (0.747), indicating that each construct explains more than 50% of the variance of its indicators. Furthermore, all indicators show outer loading values ≥ 0.70 after eliminating indicators that did not meet the required criteria, confirming satisfactory convergent validity. Regarding discriminant validity, the square root of the AVE for each construct is greater than its correlations with other constructs, indicating strong discriminant power and no measurement overlap among constructs. This confirms that each latent variable empirically measures a distinct concept within the research model. In terms of reliability, all Cronbach's Alpha values exceed 0.70, reflecting internal consistency among indicators. Composite Reliability (rho_c) values above 0.70 further reinforce the high stability and composite reliability of the constructs. Therefore, methodologically, the measurement model satisfies the quality standards required in SEM-PLS

analysis.

After the measurement model (outer model) was confirmed to be valid and reliable, the next stage in SEM-PLS analysis involved evaluating the inner model or structural model. The purpose of the inner model evaluation is to analyze the causal relationships among latent constructs in accordance with the formulated research hypotheses. At this stage, the focus shifts from indicator quality to the strength and significance of the relationships among research variables. The evaluation includes examining the R-Square (R^2) values to assess the model's explanatory power for endogenous variables, the F-Square (f^2) values to determine the effect size of each exogenous variable, and the Path Coefficients to assess the direction and strength of the relationships among constructs. Additionally, the significance of the relationships is tested using the bootstrapping procedure to obtain t-statistics and p-values as the basis for hypothesis testing. Through this process, it can be determined whether the proposed relationships in the conceptual model are empirically supported. Thus, the inner model test represents a crucial stage in establishing the structural validity and predictive strength of the research model.

The R-Square (R^2) value is used to measure the extent to which exogenous variables explain the variance of endogenous variables within the structural model. The higher the R^2 value, the greater the contribution of independent variables in predicting the dependent variable. Therefore, R-Square serves as an important indicator for assessing the explanatory power of the research model.

Table 4. R-Square Value

Endogen Variable	R-Square (R^2)	Description
Work Motivation (Z)	0,315	Moderate
Organizational Performance (Y)	0,325	Moderate

The results presented in Table 4 indicate that 31.5% of the variance in the Work Motivation variable can be explained by Leadership Style and Work Culture included in the research model. This finding suggests that these two variables make a meaningful contribution to shaping employees' motivation levels, although other factors outside the model also influence it. Furthermore, 32.5% of the variance in Organizational Performance can be explained simultaneously by Leadership Style, Work Culture, and Work Motivation. This result demonstrates that the combination of these three variables provides a moderate level of explanatory power in improving organizational performance. The remaining unexplained variance reflects the presence of other variables outside the model that may potentially influence organizational performance and work motivation. The F-Square (f^2) value in SEM-PLS analysis is used to measure the effect size of each exogenous variable on endogenous variables within the structural model. Unlike R-Square, which indicates the overall explanatory power of the model, f^2 serves to identify the specific contribution of each independent variable in explaining the dependent variable.

Table 5. F-Square Values

Interrelation Variables	f^2	Effect
Leadership Style → Work Motivation	0,043	Small
Work Culture → Work Motivation	0,247	Moderate
Leadership Style → Organizational Performance	0,131	Small
Work Culture → Organizational Performance	0,000	Small/No Effect
Work Motivation → Organizational Performance	0,054	Small

Based on the results presented in Table 5, the strongest effect is found in the relationship between Work Culture and Work Motivation, with an f^2 value of 0.247, which falls into the moderate category. This indicates a sufficiently substantial contribution to enhancing employees' motivation. Meanwhile, the effects of Leadership Style on Work Motivation (0.043), Leadership Style on Organizational Performance (0.131), and Work Motivation on Organizational Performance (0.054) are categorized as small, meaning their contributions are relatively limited, although they still demonstrate positive relationships.

In contrast, the effect of Work Culture on Organizational Performance shows an f^2 value of 0.000, indicating the absence of a meaningful direct contribution to organizational performance. This finding reinforces the previous analysis, suggesting that Work Culture plays a more significant role in shaping Work Motivation rather than directly influencing Organizational Performance. Overall, the structural model indicates that most relationships exhibit small effect sizes, with one relationship demonstrating a moderate effect. Therefore, the overall influence among variables in the model can be considered moderate.

Table 6. Direct Effect Test Results (Bootstrapping)

Hypothesis	Interrelationships Among Variables	Path Coefficient	t-Statistic	p-Value	Decision
H1	Leadership Style → Organizational Performance	0,321	> 1,96	< 0,05	Accepted

H2	Work Culture → Organizational Performance	0,015	< 1,96	> 0,05	Rejected
H3	Leadership Style → Work Motivation	0,195	> 1,96	< 0,05	Accepted
H4	Work Culture → Work Motivation	0,442	> 1,96	< 0,05	Accepted
H5	Work Motivation → Organizational Performance	0,209	> 1,96	< 0,05	Accepted

Based on Table 6 of the bootstrapping results, most of the direct relationships among the variables demonstrate significant effects. The strongest direct effect is observed in the relationship between Work Culture and Work Motivation, with a coefficient of 0.442, indicating that a stronger work culture leads to higher employee motivation. Leadership Style is also found to have a significant effect on Work Motivation (0.195) and on Organizational Performance (0.321), suggesting that effective leadership not only enhances motivation but also directly improves organizational performance. Work Motivation itself has a significant effect on Organizational Performance, with a coefficient of 0.209, indicating that increased employee motivation contributes to improved organizational performance. However, the direct effect of Work Culture on Organizational Performance is very small (0.015) and not statistically significant; therefore, the second hypothesis is rejected.

Table 7. Indirect Effect Test Results (Bootstrapping)

Hypothesis	Interrelationships Among Variables	Path Coefficient	Decision
H6	Leadership Style → Work Motivation → Organizational Performance	0,041	No Sig.
H7	Work Culture → Work Motivation → Organizational Performance	0,092	No Sig.

Based on the bootstrapping procedure presented in Table 7, although there are numerically indirect effects of 0.041 in the relationship between Leadership Style and Organizational Performance and 0.092 in the relationship between Work Culture and Organizational Performance, the t-statistics for both paths are below 1.96 and the p-values exceed 0.05. These results indicate that the indirect effects are not statistically significant. In the relationship between Leadership Style and Organizational Performance, the direct effect remains significant; however, the mediation requirement for partial mediation is not fulfilled because the indirect effect is not significant. Meanwhile, in the relationship between Work Culture and Organizational Performance, neither the direct effect nor the indirect effect demonstrates sufficient statistical significance within the mediation pathway. Therefore, Work Motivation is not empirically supported as a mediating variable in this research model.

4.2 Discussion

The results of the structural model analysis indicate that Leadership Style and Work Culture, as exogenous constructs, provide different contributions to Organizational Performance and Employee Work Motivation within the National Narcotics Agency of the Republic of Indonesia. These findings are consistent with previous studies emphasizing that organizational culture in the public sector plays a significant role in shaping work effectiveness and maintaining institutional performance stability in government organizations (Hidayat & Latief, 2022; Pramudito & Rahmawati, 2023). In bureaucratic organizations characterized by strong regulatory systems, work culture functions as an integrative instrument that aligns employee behavior with organizational objectives (Sari & Nugroho, 2021; Wibowo & Hardiyanto, 2024). Therefore, work culture becomes a strategic determinant in maintaining consistency and achieving institutional performance targets.

Based on the path coefficients, the strongest influence on Organizational Performance originates from Work Culture with a high level of significance. This result aligns with empirical evidence suggesting that the systematic internalization of organizational values enhances discipline, coordination, and the achievement of institutional targets (Utami & Kurniawan, 2022; Laksmiwati & Surya, 2023). Other studies also indicate that adaptive organizational culture directly contributes to improving employee performance in the public sector (Firmansyah & Dewi, 2024; Santoso & Arifin, 2022). In organizations with high operational demands and cross-unit coordination, work culture serves as a reinforcing mechanism for collective performance.

Conversely, Leadership Style is only proven to have a significant effect on Organizational Performance through a direct pathway, but it does not significantly influence Work Motivation. This finding is consistent with research suggesting that in government organizations, leadership tends to play a more dominant role in controlling and directing performance rather than in shaping employees' intrinsic motivation (Rahman & Purnamasari, 2023; Widodo & Saputra, 2022). Other studies also demonstrate that formal bureaucratic structures may limit the impact of leadership on psychological variables such as work motivation (Kusuma & Lestari, 2021; Hadi & Setiawan, 2024). Thus, in public organizations, leadership primarily functions as a driver of structural performance rather than as a motivational mediator.

Furthermore, the findings reveal that Work Motivation has a positive and significant effect on Organizational Performance, although its contribution is relatively limited. This result is consistent with studies stating that work motivation remains an important factor in enhancing employee productivity in the public sector (Rizky & Mahendra, 2022; Andriani & Prasetyo, 2023). However, the influence of motivation is often shaped by the existing reward systems and

institutional policies (Putri & Wulandari, 2024; Saputri & Handayani, 2021). In the context of government organizations, motivation functions as a supporting factor that strengthens task implementation rather than serving as the primary determinant of institutional performance.

The moderate R-Square value for Organizational Performance indicates that the research model explains a portion of performance variance, yet other factors outside the model may also influence organizational outcomes. National literature suggests that variables such as job satisfaction, employee discipline, and performance evaluation systems contribute to the effectiveness of public organizations (Nugraha & Suryani, 2023; Yanto & Haryono, 2022). Additionally, adaptive human resource management integration strengthens the explanatory power of organizational performance models (Fauzi & Prabowo, 2024; Setyaningrum & Rahayu, 2021). This suggests that the tested structural model demonstrates moderate explanatory power and can be further developed in a more comprehensive manner.

Meanwhile, the mediation analysis indicates that Work Motivation does not function as an intervening variable in the relationship between Leadership Style or Work Culture and Organizational Performance. These findings are consistent with studies showing that in public sector organizations, the effects of leadership and culture on performance tend to be direct (Prasetya & Gunawan, 2022; Wulandari & Hermawan, 2023). Other research also reveals that within formal bureaucratic systems, structural and governance factors are more dominant than individual psychological factors (Astuti & Ramdani, 2024; Kurniadi & Sembiring, 2021). Therefore, performance improvement in government organizations is more strongly determined by systemic strength and structural leadership than by motivational mechanisms alone.

5 | CONCLUSIONS AND FUTURE WORK

This study aims to analyze the influence of Leadership Style and Work Culture on Organizational Performance within the National Narcotics Agency of the Republic of Indonesia, with Work Motivation serving as a mediating variable. The SEM-PLS analysis results indicate that the R-Square (R^2) value for Work Motivation is 0.315, meaning that 31.5% of the variance in work motivation is explained by leadership style and work culture. Meanwhile, the R-Square (R^2) value for Organizational Performance is 0.325, indicating that 32.5% of the variance in organizational performance is explained by leadership style, work culture, and work motivation, thus demonstrating a moderate level of explanatory power. These findings address the research objectives by confirming that the exogenous variables in the model make a meaningful contribution to explaining the dynamics of organizational performance, although other factors outside the model also influence performance outcomes.

Directly, Leadership Style has a positive and significant effect on Organizational Performance with a path coefficient of 0.321 and also has a positive and significant effect on Work Motivation with a coefficient of 0.195. Work Culture has a positive and significant effect on Work Motivation with a coefficient of 0.442, representing the strongest effect in the structural model. Work Motivation also has a positive and significant effect on Organizational Performance with a coefficient of 0.209. However, the direct effect of Work Culture on Organizational Performance, with a coefficient of 0.015, is not statistically significant, indicating that work culture does not directly contribute to improving organizational performance.

The mediation analysis shows that the indirect effect of Leadership Style on Organizational Performance through Work Motivation is 0.041, while the indirect effect of Work Culture on Organizational Performance through Work Motivation is 0.092. Although these indirect effects exist numerically, the bootstrapping results reveal that both paths are not statistically significant; therefore, Work Motivation does not mediate the relationship between Leadership Style or Work Culture and Organizational Performance. In terms of effect size, the highest F-Square (f^2) value is found in the relationship between Work Culture and Work Motivation at 0.247 (moderate category), while the other relationships fall into the small category, namely 0.043, 0.131, and 0.054.

Theoretically, this study confirms that leadership plays a dominant role in directly enhancing organizational performance, whereas work culture plays a more substantial role in shaping employee motivation. Practically, these findings suggest that strategies to improve organizational performance within BNN should focus on strengthening leadership quality and effectively managing employee work motivation. This study is limited by the model's explanatory power, which accounts for only about 32% of the variance in organizational performance; therefore, future research is recommended to incorporate additional variables such as organizational commitment, job satisfaction, or reward systems to enhance the model's explanatory capacity. Consequently, developing a more comprehensive model in future studies is expected to provide a broader understanding of the determinants of organizational performance in the public sector.

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