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**The Influence of Visionary Leadership, Motivation, and
Organizational Culture on Employee Performance at the
Regional Financial Agency of Pagar Alam City**

Dhinda Putri Savina¹, Azwardi², and Yomeini Margareth³

^{1,2,3}Faculty of Economics, Universitas Sriwijaya
Corresponding author: dhindasvn@gmail.com

Abstract: This study aims to determine the influence of visionary leadership, motivation, and organizational culture on employee performance at the Regional Finance Agency of Pagar Alam City. The research sample amounted to 70 employees of the Regional Finance Agency of Pagar Alam City. The data collection method was carried out through the distribution of questionnaires to respondents. The type of research used is quantitative research with multiple linear regression analysis to test the influence of independent variables on dependent variables. The results of the study show that visionary leadership, work motivation, and organizational culture have a positive and significant effect on employee performance. These findings show that the improvement in the performance of employees of the Pagar Alam City Regional Finance Agency is influenced by the clarity of the vision communicated by the leader, the work motivation that encourages employees to carry out their duties, and the existing organizational culture. This study recommends the importance of strengthening the role of visionary leadership, efforts to increase motivation, and organizational culture in order to support the effectiveness of organizational performance.

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

Introduction

Human Resource Management is a strategic aspect that determines the success of an organization in achieving goals effectively and sustainably. According to Tahir et al (2024), human resource management is the process of managing and developing human resources effectively and efficiently to support the achievement of organizational goals while improving the organization's ability to face competition and environmental changes. The success of an organization is greatly influenced by the ability to manage the potential of employees through a conducive leadership system, motivation, and organizational culture.

One of the factors that has a dominant role in improving employee performance is leadership. According to Tafonao (2026), leaders not only function as directors and decision-makers, but also as agents of change who are able to build commitment, provide motivation, and create a work environment that supports the achievement of organizational goals. A leadership approach that is relevant to these demands is visionary leadership. Amalia & Idris (2026) stated that visionary leadership emphasizes the ability of leaders to formulate, communicate, and implement organizational vision so that it can inspire all members of the organization to work optimally. Visionary leadership has a positive and significant effect on employee performance. The findings indicate that the better the implementation of visionary leadership, the higher the organization's chances of improving employee performance. Visionary leaders are not only able to set the direction of the organization, but also communicate the vision effectively, build employee commitment, drive innovation, and steer the organization in the face of change. Future-oriented leadership is becoming increasingly important for public organizations that face the demands of improving service quality and accountability in regional financial management. Research by Ramadhani et al. (2022) shows that visionary leadership makes a significant contribution to improving the performance of public sector employees, while Thamrin (2020) proves that visionary leadership has a positive effect on the performance of local government employees. However, most of the research was conducted on general government organizations so that it did not describe the characteristics of regional financial management institutions that have higher administrative complexity and accountability demands.

In addition to leadership, work motivation is an important factor that affects employee behavior and performance. Shafira et al., (2025) motivation is an internal drive that encourages a person to exert their abilities and efforts in achieving organizational goals. Highly motivated employees tend to show greater work spirit, creativity, responsibility, and commitment to task completion. Conversely, low motivation can reduce productivity and hinder the achievement of organizational targets. Highly motivated employees tend to show commitment, responsibility, and willingness to provide the best performance in achieving organizational goals. Research by Wijaya et al., (2025) proves that work motivation has a significant effect on the performance of the State Civil Apparatus, while Saputra et al., (2025) show that motivation strengthens the relationship between visionary leadership and employee performance. The findings show that a leader's success in improving performance is greatly influenced by his or her ability to build employee work motivation. Therefore, leaders have an important role in creating a system of rewards, communication, and work environments that are able to increase employee motivation so that organizational performance can continue to develop.

Another factor that is no less important is the culture of the organization. Sumartik et al., (2022) define organizational culture as a system of values, beliefs, norms, and behavior patterns that are jointly embraced by members of the organization as guidelines in carrying out organizational activities. A strong organizational culture is able to form positive work behavior, increase cooperation, strengthen commitment, and foster a sense of employee responsibility for achieving organizational goals. Research by Azra & Saragih (2023) proves that organizational culture has a positive and significant effect on employee performance. Thus, organizations that have a strong work culture will be better able to create a productive and performance-oriented work environment. A strong organizational culture is able to shape positive work behavior, increase collaboration, strengthen commitment, and create a work environment that is adaptive to change. Hanifah et al., (2023) explained that a stable

organizational culture contributes to increasing employee effectiveness and productivity, while Mangasi & Hia (2024) found that consistently maintained organizational commitment is able to strengthen employee involvement in achieving organizational strategic goals. On the other hand, unstable organizational conditions, such as sudden policy changes, organizational restructuring, and uncertainty in the work environment, have the potential to reduce employee motivation and productivity as evidenced by Al Amin & Pancasasti (2021) and Chorina & Wijono (2023).

Although the relationship between leadership, motivation, organizational culture, and employee performance has been widely studied, research that specifically examines the influence of visionary leadership, motivation, and organizational culture on employee performance in Regional Finance Agencies is still relatively limited. The difference in the characteristics of public organizations with the private sector means that the results of previous research cannot necessarily be generalized. Therefore, this study is important to analyze the influence of visionary leadership, motivation, and organizational culture on employee performance at the Pagar Alam City Regional Finance Agency. The results of the research are expected to make an empirical contribution to the development of public sector human resource management studies as well as become an input for the Pagar Alam City Regional Finance Agency in formulating a strategy to improve employee performance in a sustainable manner.

Literature Review

Robbins & Judge (2022) revealed that organizational behavior is a field of study that investigates the impact of individuals, groups, and structures on behavior in organizations with the aim of applying that knowledge to improve organizational effectiveness. This definition shows that organizational behavior focuses on understanding the factors that influence employee behavior so that the organization can achieve goals effectively and efficiently. A study by Rismayani et al., (2025) shows that human resource management plays a strategic role in aligning organizational needs with individual competencies. It serves to establish systems that encourage creativity, innovation, and the active participation of all organizational members. By providing employees with opportunities to develop their skills and contribute meaningfully, human resource management not only enhances individual performance but also fosters greater organizational productivity and supports long-term sustainability.

Visionary leadership is closely related to human resource management, especially when it comes to forming a work culture that supports human resource development. Visionary leaders not only set strategic directions, but also play a role as facilitators in human resource development. Sari et al., (2025) emphasize that visionary leaders are able to create a work environment that supports learning and innovation, which are essential elements in modern human resource management. Visionary leadership can be assessed through several key indicators, namely a clear and inspiring vision, vision communication, innovation and creativity encouragement, strategic courage in decision-making, adaptation to change (Arkaan et al., 2024).

Work motivation is a psychological force that encourages individuals to act consistently in achieving organizational goals. Various empirical studies consistently place work motivation as a factor that plays an important role in improving the performance of public sector employees. Sugito (2025) emphasized that work motivation is the foundation for the creation of sustainable performance, especially when government organizations face challenges in the form of bureaucratic routines and budget limitations. Meanwhile, Sanjaya et al., (2025) show that increased motivation can boost employee productivity and provide policy implications for human resource management in the public sector. These findings are strengthened by Utami and Artisti (2026) who prove the positive and significant influence of work motivation on employee performance in government agencies. Overall, these studies indicate that motivation not only functions as a driver of work behavior, but also as a strategic instrument in increasing organizational effectiveness through optimizing employee performance.

Organizational culture is an important factor that affects employee performance because it reflects values, beliefs, and norms that guide behavior and decision-making in the work environment. A strong organizational culture is able to create a conducive work environment, increase cooperation between employees, and encourage the achievement of more effective organizational performance (Maahury et al., 2026). The implementation of organizational culture requires the commitment and involvement of all members of the organization on an ongoing basis. Internalizing the organization's vision, mission, and values cannot be done instantly, but requires consistent efforts so that the organizational culture can be embedded in the work behavior of employees (Windari & Rini, 2024). Along with the rapid development of information technology, organizations are also required to develop a work culture that is adaptive to digitalization. Digital work culture encourages the use of technology to improve the effectiveness, efficiency, and quality of employee performance, especially in the government sector (Prawira & Siregar, 2026).

Karyono et al., (2025) found that visionary leadership style and organizational culture have a positive and significant effect on employee performance. The findings show that performance improvement can be achieved through strengthening leadership that is oriented towards a long-term vision as well as the development of an organizational culture that is adaptive to environmental changes. Transformational leadership is able to inspire, motivate, and empower employees to encourage increased productivity, work quality, and commitment to the organization, while a less communicative leadership style tends to lower work morale (Fathurrahim & Damayanti, 2025). The synergy between visionary and transformational leadership also contributes to forming a superior organizational culture (Sepriyansyah et al., 2026). In addition, work motivation has been shown to have a positive and significant influence on employee performance (Aulia et al., 2025), while a strong organizational culture is able to improve performance through the internalization of organizational values, goals, and identities thereby encouraging employee engagement and development (Siregar et al., 2024).

Methods

This study aims to examine how the influence of visionary leadership, motivation, and organizational culture on employee performance at the Regional Finance Agency of Pagar Alam City. Quantitative descriptive research is the method used in this study. The researcher used the distribution of questionnaires in collecting data for this study. A questionnaire is a data collection instrument that involves asking several questions to respondents, namely employees of the Pagar Alam City Regional Finance Agency, to get responses. The sample in this study is all employees of the Pagar Alam City Regional Finance Agency totaling 70 people. In determining the total sample needed, the researcher uses the saturated sample technique, where all parts of the population play a role as respondents. Referring to the description from Arikunto (2019), if the population is less than 100 people, then the number of samples should be taken as a whole, but if the population is more than 100 people, then a sample of 10-15% of the total population can be sampled.

Measuring instruments or research instruments that are acceptable according to standards are measuring instruments that have gone through data validity and reliability tests. If the instrument prepared has good criteria, then the quality of the research is also good, and vice versa. The important function of the instrument is to reveal a fact in the field into a complete data, so that if the instrument used in the research has validity and reliability values and has a good level of complexity, differentiation and distraction, then the data collected will be in accordance with the actual facts or circumstances in the field. If the quality of the instrument used has low validity and reliability, it can give wrong conclusions.

This analysis aims to understand the relationship between the variables of visionary leadership (X1), motivation (X2), organizational culture (X3) and employee performance (Y). The equation can be written as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Description:

Y	= Employee Performance
β_0	= Constant
X1	= Visionary Leadership
X2	= Motivation
X3	= Organizational Culture
e	= Error Term
$\beta_1, \beta_2, \beta_3$	= Regression Coefficients

Table 1. Variable Operations

Variable	Indicator
Visionary Leadership	1. Clear and inspiring vision
	2. Vision communication
	3. Encouragement of innovation and creativity
	4. Strategic courage in decision-making
	5. Adaptation to change

Variable	Indicator
Motivation	1. Physical needs
	2. The need for a sense of security and safety
	3. Social needs
	4. The need for an award according to his ability
Organizational Culture	1. Innovation and risk taking
	2. Detailed orientation
	3. Result orientation
	4. Individual orientation
	5. Team orientation
	6. Integritas
Employee Performance	1. Efficiency
	2. Work discipline
	3. Honesty
	4. Creativity

Source: Arkaan et al., 2024; Hasibuan, 2020; Robbins & Judge, 2022; Afandi, 2021

Findings

Table 2. **Validity Test Results**

Variable	Item	Correlation	R Table	Results
Employee Performance (Y)	Y.1	0.748	0.235	Valid
	Y.2	0.711	0.235	Valid
	Y.3	0.754	0.235	Valid
	Y.4	0.704	0.235	Valid
Visionary Leadership (X1)	X1.1	0.757	0.235	Valid
	X1.2	0.765	0.235	Valid
	X1.3	0.635	0.235	Valid
	X1.4	0.709	0.235	Valid
	X1.5	0.650	0.235	Valid
Motivation (X2)	X2.1	0.731	0.235	Valid
	X2.2	0.844	0.235	Valid
	X2.3	0.653	0.235	Valid
	X2.4	0.684	0.235	Valid
Organizational Culture (X3)	X3.1	0.704	0.235	Valid
	X3.2	0.589	0.235	Valid
	X3.3	0.736	0.235	Valid
	X3.4	0.644	0.235	Valid
	X3.5	0.651	0.235	Valid
	X3.6	0.751	0.235	Valid
	X3.7	0.691	0.235	Valid

Based on the results in the validity test table, it shows that all statement items in the four variables of employee performance research (Y), visionary leadership (X1), motivation (X2), and organizational culture (X3) have a coefficient value or r calculation greater than r in the table (0.235) so that it can be concluded that all question items in the questionnaire are valid. So there is no need to replace or delete the statement.

Table 3. **Reliability Test Results**

Variable	Cronbach's Alpha	Results
Employee Performance (Y)	0.707	Reliable
Visionary Leadership (X1)	0.744	Reliable
Motivation (X2)	0.709	Reliable
Organizational Culture (X3)	0.809	Reliable

Based on the results of the reliability test in the table above, it shows that all statement variables have values that can be categorized or considered reliable and acceptable because the Cronbach's alpha value of each variable has a value greater than 0.6 so it is suitable for further analysis.

Table 4. **Multiple Linear Regression Test Results**

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	.587	1.333		.440	.661
Visionary Leadership	.275	.098	.324	2.807	.007
Motivation	.274	.118	.270	2.313	.024
Organizational Culture	.201	.073	.319	2.757	.008

Dependent Variable: Employee Performance

This multiple linear regression test was used to predict the influence between visionary leadership variables, motivation, and organizational culture on employee performance. The results showed that each increase in visionary leadership contributed to an increase in employee performance by 0.275. Similarly, each increase in work motivation was followed by an increase in employee performance by 0.274, while an increase in organizational culture contributed positively to an increase in employee performance by 0.201.

Table 5. **Determination Coefficient (R²) Test Results**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.839 ^a	.704	.691	1.052

Based on the results of the table above, it can be seen that the value of the R Square (R²) determination coefficient is 0.704 or 70.4% which has the understanding that the influence of the independent variables (X1, X2 and X3) on the dependent variable (Y) is 70.4% and the rest is influenced by other factors or other variables outside this research model.

Table 6. F Test Results

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	173.593	3	57.864	52.331	.000 ^b
	Residual	72.979	66	1.106		
	Total	246.571	69			

Based on the table of the results of the model conformity test (F test), the Fcount was obtained as 52.331 and the Ftable was obtained as 2.74. Therefore, it can be concluded that Fcal is greater than Ftable which is $52.331 > 2.74$, (Maidarti et al. 2022) with a significance value of $0.000 < 0.05$ indicates that the independent variables together have a significant effect on the dependent variables. So it can be interpreted that there is a significant influence between visionary leadership, motivation and organizational culture on employee performance.

This study shows that visionary leadership has a positive and significant effect on employee performance with a coefficient of 0.275. This means that the higher the visionary leadership behavior displayed by the leadership of the Pagar Alam City Regional Finance Agency, such as the ability to communicate vision, provide clear direction, and inspire employees, the higher the level of employee performance in achieving organizational targets. The results of this study are in line with the findings of Haryono, et al. (2021) which states that visionary leadership significantly increases the commitment and performance of public sector employees. According to Ramadhani, et al. (2022) also strengthen these findings by showing that visionary leadership in West Lampung Regional Government Institutions is able to improve performance through increased work motivation. Theoretically, visionary leaders create strategic direction and provide an understanding of the meaning of work, so that employees are more enthusiastic, focused, and have the drive or motivation that ultimately improves their performance. Thus, the influence of visionary leadership on the performance of employees of the Pagar Alam City Regional Finance Agency is not only statistical, but also practically relevant in the context of regional bureaucracy.

The results of the study showed that work motivation had a positive and significant effect on the performance of employees of the Pagar Alam City Regional Finance Agency with a coefficient value of 0.274. These findings indicate that the higher the level of motivation that employees have, both those that come from intrinsic factors, such as job satisfaction, and extrinsic factors, such as work environment support, the better the performance produced. Wijaya et al., (2025) reported that work motivation contributed 54.7% to employee performance improvement, which shows that employees with high levels of motivation tend to have better productivity, comply with work procedures, and are able to achieve targets more consistently. From a psychological perspective, work motivation also functions as a driver that helps employees face the high administrative burden and accountability demands in regional financial management, so that the implementation of tasks can be carried out effectively and sustainably. Thus, the findings of this study confirm that work motivation is a strategic component in managing employee performance at the Pagar Alam City Regional Finance Agency. Therefore, organizations need to continue to strengthen employee motivation through proper awards, providing constructive performance feedback, and creating a conducive and supportive work environment.

The results of the study show that organizational culture has a positive and significant effect on the performance of employees of the Pagar Alam City Regional Finance Agency with a coefficient of 0.201. These findings indicate that the stronger the organizational culture that is implemented, the better the performance of employees. Organizational culture acts as a guideline that shapes employee values, behaviors, and work patterns so as to encourage the effectiveness of task implementation, coordination, and the achievement of organizational goals. In regional financial management, a culture that emphasizes accountability, transparency, discipline, and cooperation is an important factor to support the quality of performance. These results are in line with the research of Lathifah and Frinaldi (2024) who stated that organizational culture increases employee commitment, loyalty, and discipline. In addition, Saputra et al., (2025) also found that organizational culture contributes positively to productivity and the achievement of organizational goals through the creation of a conducive work environment.

Conclusion

This study concludes that visionary leadership, work motivation, and organizational culture all have positive and significant effects on employee performance at the Regional Finance Agency of Pagar Alam City. Among these factors, visionary leadership demonstrates the strongest influence, followed by work motivation and organizational culture. These findings indicate that employee performance improves when leaders communicate a clear vision, inspire employees, and provide strategic direction, while high levels of intrinsic and extrinsic motivation encourage greater productivity and consistency in achieving organizational objectives. Furthermore, a strong organizational culture characterized by accountability, transparency, discipline, and collaboration strengthens coordination and enhances the effectiveness of public financial management. Based on these findings, the Regional Finance Agency should strengthen leadership development through vision-oriented managerial training, establish performance-based incentive and recognition systems to sustain employee motivation, and reinforce organizational values through continuous internalization programs, teamwork, and accountability mechanisms. These policy measures are expected to improve employee performance and support more effective, transparent, and accountable regional financial governance.

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