



The Influence Of Political And Cultural Leadership On The Performance Of Employees Of The Bengkulu Provincial House Of Representatives Secretariat

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How to Cite :

Aswar., Kresnawati., H, Dodi. (2026). The Influence Of Political And Cultural Leadership On The Performance Of Employees Of The Bengkulu Provincial House Of Representatives Secretariat. EKOMBIS REVIEW: Jurnal Ilmiah Ekonomi Dan Bisnis, 14(1). DOI: <https://doi.org/10.37676/ekombis.v14i1>

ARTICLE HISTORY

Received [11 October 2025]

Revised [25 January 2026]

Accepted [28 January 2026]

KEYWORDS

Political Leadership, Work Culture, Employee Performance.

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ABSTRACT

This study aims to analyze the influence of political leadership and work culture on the performance of employees at the Bengkulu Provincial DPRD Secretariat. The research approach used was quantitative with multiple linear regression. The study population included all employees at the Bengkulu Provincial DPRD Secretariat, with a sample size of 74 respondents obtained through saturated sampling. Data collection was conducted using a questionnaire with a five-point Likert scale, while data analysis was performed using SPSS. The results showed that political leadership had a positive and significant effect on employee performance, meaning that the more effective the political leadership, the higher the employee performance. Meanwhile, work culture had a positive but insignificant effect on employee performance, thus concluding that work culture values have not been fully and consistently implemented by all employees. Simultaneously, political leadership and work culture had a significant effect on employee performance, with a coefficient of determination (R^2) of 0.150, indicating that these two variables explain 15% of the variation in employee performance, with the remainder influenced by factors outside this study. This finding emphasizes the importance of strengthening participatory political leadership and establishing a professional and integrity-based work culture to improve employee performance within the Bengkulu Provincial DPRD Secretariat.

INTRODUCTION

Employee performance in the public sector, particularly in legislative institutions such as the Regional People's Representative Council (DPRD) Secretariat, is a key factor in achieving effective and efficient governance. Employee performance is influenced not only by individual

factors, such as skills and experience, but also by political leadership and the work culture within the organization. Effective political leadership can create a conducive work environment, which in turn can increase employee motivation and productivity (Herfianti & Nengsih, 2023). Good political leadership focuses not only on decision-making but also includes the ability to inspire and motivate employees to achieve common goals. Leaders who are able to communicate clearly and build good relationships with team members can create a positive work atmosphere, where employees feel valued and motivated to give their best. Furthermore, inclusive and participatory leadership can increase employees' sense of belonging to the organization, which contributes to improved overall performance (Ameilia, Afriani, & Yanti, 2024).

In addition to leadership, a positive work culture plays a role in determining employee performance outcomes. A culture that instills collaborative, innovative, and responsible values can increase employee motivation to work diligently and more effectively. Research shows that organizations with a positive work culture tend to have higher levels of employee satisfaction, which leads to increased productivity and performance (Tanti, Darmawi, & Suri, 2024). Therefore, it is important for the Regional People's Representative Council (DPRD) Secretariat to develop and maintain a work culture that supports employee performance and ensures that the political leadership implemented is aligned with these values. Although numerous studies have discussed the influence of leadership and work culture on employee performance, there is still a lack of literature that specifically examines this relationship in the context of the Regional People's Representative Council (DPRD) in Indonesia. Most previous studies have focused on the private sector or other government institutions, such as ministries and non-governmental organizations, creating a research gap that needs to be filled (Kusuma & Arianto, 2023). Existing research often fails to consider the unique dynamics that exist within legislative institutions, where political leadership and work culture may interact in ways that differ from those in other sectors.

However, in practice, the performance of the Bengkulu Provincial DPRD Secretariat still faces various challenges. This is evident in a number of cases that have attracted public attention, such as the alleged misuse of official travel funds (Perjadin/SPPD) which even resulted in a search by the High Prosecutor's Office and an audit by the Supreme Audit Agency (BPK) and the regional Inspectorate (Bengkulutoday, 2024; Antara News Bengkulu, 2025). Several DPRD Secretariat officials have reportedly been named suspects with indications of state losses reaching billions of rupiah (Bencoolentimes, 2025).

The context of the Regional People's Representative Council (DPRD) as a legislative body that serves as a representative of the people and oversees the regional government adds complexity to the analysis of employee performance. In an environment often influenced by political dynamics, effective leadership is crucial for creating stability and productivity. Therefore, this study aims to fill this gap by using a quantitative approach to analyze the influence of political leadership and work culture on employee performance at the Bengkulu Provincial DPRD Secretariat. This study uses survey methods and statistical analysis to gain a deeper understanding of the factors that influence employee performance in the legislative body. Appropriate statistical analysis is applied to identify the relationships and influences between variables. The results of this study are expected to provide data-based recommendations for policymakers in efforts to improve employee performance through strengthening leadership and a positive work culture.

LITERATURE REVIEW

Employee Performance

Employee performance is a fundamental concept in human resource management that has become a primary focus in various organizational studies. According to (Robbins & Judge, 2022), employee performance is defined as the work results achieved by an individual in carrying out the tasks assigned to them based on their skills, experience, sincerity, and time. This

definition emphasizes the measurable output aspects of individual work activities within an organizational context. Meanwhile, (Armstrong & Taylor, 2020) it provides a more comprehensive perspective by defining performance as the achievement of high-quality work results through effective and efficient behavior in achieving organizational goals. This approach not only looks at the final results, but also considers the processes and behaviors that lead to those achievements. In the context of the public sector, (Denhardt & Denhardt, 2021) it explains that employee performance is not only measured by efficiency and effectiveness, but also by the ability to provide quality public services that are responsive to community needs. This shows that performance measurement in public organizations has a more complex dimension than in the private sector.

(Colquitt, Wesson, & LePine, 2021) emphasizes that employee performance is a manifestation of a combination of ability, motivation, and opportunity possessed by an individual. The AMO (*Ability-Motivation-Opportunity*) model shows that optimal performance can only be achieved when these three elements are in a supportive condition. According to (Mathis, Jackson, Valentine, & Meglich, 2021), performance is what employees do or do not do. Performance involves the quantity and quality of output, workplace attendance, cooperative behavior, and adaptability. In the public sector context, employee performance is often associated with the effectiveness of public services, accountability, and the efficiency of resource use (Dwiyanto, 2022).

Political leadership plays a crucial role in the context of public organizations, particularly in legislative bodies like the Regional People's Representative Council (DPRD). Political leaders are responsible not only for directing policy but also for motivating and inspiring employees.

Political leadership is the ability of an individual or group to influence and direct the actions of others in a political context (Northouse, 2021). In public organizations, political leadership includes the ability to build consensus, manage conflict, and facilitate collaboration between various stakeholders (Yukl, 2023). Effective political leaders are able to create a clear vision and motivate employees to achieve shared goals (Ameilia, Afriani, & Yanti, 2024). Furthermore, the transformative leadership model is considered most relevant in the post-reform democratic era, namely leadership that is firm, just, and visionary, and able to inspire and mobilize society towards better change (Zuhro, 2023). Political leaders are also required to have adaptive abilities in choosing a leadership style according to the dynamics of the political and social situation in order to maintain national cohesion and stability (Zulhidayat, Haris, Oksahil, Restiawati, & Al Haris, 2024). Thus, political leadership is not only about power, but also communication skills, a vision for change, and the ability to manage policies inclusively.

Work Culture

Organizational culture is a set of values, beliefs, and norms that guide the behavior of organization members in their work and interactions. This culture develops over time through habits, experiences, and interactions between individuals and the organization's structures and systems. Organizational culture creates a collective identity and influences how the organization conducts its daily activities (Denison & Mishra, 2021).

(Schein, 2021) explains that organizational culture is divided into three levels: artifacts or physical forms of culture, adopted values, and basic assumptions. These three levels determine how organizational members understand reality and respond to changes in their work environment. Meanwhile, work culture, as part of organizational culture, is more directed at values and norms that are specifically related to work ethic, work behavior, and standards of individual professionalism in carrying out tasks. Work culture encourages productive, innovative, and results-oriented mindsets and actions (Tanti, Darmawi, & Suri, 2024). In the context of the public sector, a good ASN work culture includes aspects such as integrity, discipline, responsibility, cooperation, and commitment to service. This culture serves as a reference in shaping employee behavior that is professional, efficient, and aligned with the institution's vision

(Palefi, Agustina, & Jamali, 2024). Organizational culture forms a broad framework of general values within the organization, while work culture focuses on the values and work practices of individuals and groups in carrying out their daily tasks.

Work Culture Influences Leadership Effectiveness

On the other hand, the established work culture also influences the effectiveness of the leadership style implemented. In organizations with a strong work culture, such as discipline, commitment, and professionalism, leaders will find it easier to mobilize employees to achieve organizational goals (Fajriatullah, Wolor, & Marsofiyati, 2023).

Work culture creates shared norms that both constrain and facilitate leader actions. If leaders do not demonstrate behaviors that align with the institution's work culture, organizational resistance will occur. Therefore, alignment between leadership and work culture is key to maintaining organizational stability and sustainability (Picanussa, Kambuaya, & Syauta, 2024).

Both Synergize to Improve Performance

The interaction between political leadership and work culture creates a mutually reinforcing system that improves employee performance. Political leaders who are able to instill a positive work culture will facilitate the development of proactive, disciplined, and results-oriented employee performance.

Pramudya et al. (2023) showed that the combination of a transformational leadership style and a participatory work culture has a direct impact on improving performance quality. Work culture strengthens the implementation of leadership policies, and leadership encourages the institutionalization of work culture values.

Thus, synergy between political leadership and work culture is a crucial foundation for encouraging employees to perform optimally and consistently toward organizational goals. In the highly politically dynamic environment of the Regional People's Representative Council (DPRD), this synergy is key to creating a stable, productive, and integrated bureaucratic work system.

METHODS

Descriptive Statistics

The initial stage was conducted to describe the characteristics of the respondents and provide an overview of the research variables. This analysis displays the mean, standard deviation, minimum, maximum, and distribution of data for each variable.

Validity and reliability test

Validity Test: used to ensure that each question item on the questionnaire is capable of measuring the intended construct. The test is conducted using Pearson correlation between item scores and the total score. An item is declared valid if the calculated r value is greater than the table r value at a significance level of 5%. **Reliability Test:** used to assess internal consistency between question items in a single variable using the *Cronbach's Alpha method*. An alpha value ≥ 0.70 indicates that the instrument is reliable and suitable for use.

Classical assumption test

Before conducting regression analysis, classical assumption testing is carried out so that the model meets the BLUE (Best Linear Unbiased Estimator) requirements, including:

- a. **Normality Test:** to ensure that residual data is normally distributed, using the Kolmogorov-Smirnov or Shapiro-Wilk test and supported by a residual histogram graph.

- b. Multicollinearity Test: to see if there is a high correlation between independent variables. It is declared free of multicollinearity if the Tolerance value is > 0.10 and $VIF < 10$.
- c. Heteroscedasticity Test: to ensure there is no inequality in residual variance. Tested using the Glejser method or by observing the distribution pattern on a scatterplot graph.
- d. Linearity Test: to assess whether the relationship between independent and dependent variables is linear.

Multiple Linear Regression Analysis

After all assumptions are met, multiple linear regression analysis is carried out to determine the effect of X_1 and X_2 on Y using the following regression equation.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Where :

Y = Employee Performance

α = Konstanta

β_1, β_2 = Koefisien regresi

X_1 = Political Leadership

X_2 = Work Culture

ε = error term

Hypothesis Testing

- a. Partial t-test: used to test the effect of each independent variable on the dependent variable individually. The hypothesis is accepted if the *p-value* is < 0.05 .
- b. F-Test (Simultaneous): used to test the influence of political leadership and work culture variables simultaneously on employee performance. The hypothesis is accepted if the *p-value* is < 0.05 .
- c. Coefficient of Determination (R^2): used to determine how much of the variation in employee performance can be explained by the two independent variables.

Interpretation of Analysis Results

Regression results are interpreted by considering the direction of the positive or negative influence, the level of significance, and the magnitude of each variable's contribution to employee performance. These results are then discussed comprehensively, linking them to theory and previous research findings.

RESULTS

Validity Test

Validity testing was conducted to determine the extent to which each item in the questionnaire accurately measured the intended variable. The validity testing criteria were determined by comparing the calculated *r* value with the table *r* at a significance level of 5% with a total of 74 respondents. If $r_{hitung} > r_{tabel}$, then the item is declared valid. In this study, there

were a sample size (n) of 74 respondents and the *df* value can be calculated $df = n - 2 = 74 - 2 = 72$, resulting in an *r* table of 0.2287. The results of the validity test for each

variable can be seen in Table 1 below :

Table 1 Validity Test Results

Variables	Statement	r_{hitung}	r_{tabel}	Information
Employee Performance (Y)	P1	0.536	0.2287	Valid
	P2	0.229	0.2287	Valid
	P3	0.430	0.2287	Valid
	P4	0.411	0.2287	Valid
	P5	0.441	0.2287	Valid
	P6	0.463	0.2287	Valid
Political Leadership (X ₁)	P7	0.570	0.2287	Valid
	P8	0.677	0.2287	Valid
	P9	0.553	0.2287	Valid
	P10	0.711	0.2287	Valid
	P11	0.358	0.2287	Valid
Work Culture (X ₂)	P12	0.575	0.2287	Valid
	P13	0.613	0.2287	Valid
	P14	0.540	0.2287	Valid
	P15	0.630	0.2287	Valid
	P16	0.679	0.2287	Valid
	P17	0.478	0.2287	Valid
	P18	0.398	0.2287	Valid

Source: Processed data, 2025

Based on the validity test results, it was found that all statement items had a value $r_{hitung} > r_{tabel}$ (0.2287), so it can be concluded that all statement items in the questionnaire were declared valid and suitable for use in research data collection. After all statement items were declared valid, the next step was to conduct a reliability test to determine the extent to which the research instrument was able to produce consistent data when used in repeated measurements.

Reliability Test

Reliability testing was conducted to determine the instrument's consistency in measuring the variables studied. Reliability testing was conducted using the *Cronbach's Alpha method* using SPSS version 25. An instrument is considered reliable or trustworthy as a measuring tool for variables if its *Cronbach's Alpha value* is > 0.60 . The results of the reliability test are as follows:

Table 2 Reliability Test Results

Variables	Statement	<i>Cronbach's Alpha</i>	<i>Critical Value</i>	Information
Employee Performance (Y)	P1	0.834	0.60	Reliable
	P2	0.845	0.60	Reliable
	P3	0.838	0.60	Reliable
	P4	0.839	0.60	Reliable
	P5	0.838	0.60	Reliable
	P6	0.837	0.60	Reliable
Political Leadership (X ₁)	P7	0.832	0.60	Reliable
	P8	0.826	0.60	Reliable
	P9	0.833	0.60	Reliable
	P10	0.823	0.60	Reliable

Variables	Statement	Cronbach's Alpha	Critical Value	Information
Work Culture (X ₂)	P11	0.841	0.60	Reliable
	P12	0.832	0.60	Reliable
	P13	0.830	0.60	Reliable
	P14	0.834	0.60	Reliable
	P15	0.831	0.60	Reliable
	P16	0.826	0.60	Reliable
	P17	0.836	0.60	Reliable
	P18	0.844	0.60	Reliable

Source: Processed data, 2025

Based on the summary of reliability test results in the table above, it is known that *the Cronbach's Alpha values* for all items are greater than the minimum reliability limit, which is 0.60. Therefore, all items in the questionnaire are declared reliable and have a high level of consistency in measuring each research variable. After the research instrument is declared valid and reliable, the next step is to conduct a classical assumption test. This test aims to ensure that the regression model used meets basic statistical assumptions so that the analysis results are reliable and unbiased.

Multiple Regression Analysis

Multiple linear regression analysis is used to determine the direction and magnitude of the influence between two or more independent variables on the dependent variable. In this study, multiple linear regression analysis was used to determine the extent of influence of Political Leadership (X₁) and Work Culture (X₂) on Employee Performance (Y) at the Bengkulu Provincial DPRD Secretariat. Before conducting the regression analysis, all classical assumption tests had been met, including the normality test, multicollinearity test, and heteroscedasticity test. This indicates that the regression model is suitable for further analysis. The results of the multiple linear regression data processing are presented in Table 3 below.

Table 2 Multiple Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,573	.745		7,483	.000
	Political Leadership	.158	.067	.295	2,346	.022
	Work Culture	.141	.099	.180	1,428	.158

a. Dependent Variable: Employee Performance

Source: Processed data, 2025

F Test Analysis

After conducting multiple linear regression analysis, the next step is to conduct an F-test to determine whether the independent variables, namely Political Leadership (X₁) and Work Culture (X₂), simultaneously have a significant effect on the dependent variable, Employee Performance (Y). This test aims to see whether the regression model used is appropriate and can explain the relationship between all independent variables and the dependent variable together.

Table 4 F Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	41,316	2	20,658	7,463	.001 ^b
	Residual	196,535	71	2,768		
	Total	237,851	73			

a. Dependent Variable: Y
 b. Predictors: (Constant), X3, X2

Source: Processed data, 2025

Based on the results of the F test in the table above, it is known that the value F_{hitung} is 7.463 with a significance value of 0.001. Meanwhile, the F table value with $df_1 = 2$ and $df_2 = 71$ at a significance level of 0.05 is 3.13. Because $F_{hitung} (7.463) > F_{tabel} (3.13)$ the significance value is > 0.05 ($0.001 < 0.05$), it can be concluded that Political Leadership (X1) and Work Culture (X2) simultaneously have a significant effect on Employee Performance (Y). Thus, the regression model used in this study is suitable for use because both independent variables together are able to explain variations in changes in the dependent variable, namely Employee Performance.

T-test analysis

After the regression model is known to be suitable for use through the F test, the next step is to conduct a t-test (partial test) to determine the effect of each independent variable on the dependent variable separately. The t-test is used to see whether the Political Leadership (X2) and Work Culture (X3) variables have a significant effect on Employee Performance (Y). The testing criteria are carried out by comparing the calculated t-value with the t-table, as well as looking at the significance value (Sig.). If the Sig. value is < 0.05 or $t_{hitung} > t_{tabel}$, then the independent

variable has a significant effect on the dependent variable. The following t-test results can be seen in table 5 below:

Table 3 Results of the t-Test (Partial)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,573	.745		7,483	.000
	Political Leadership	.158	.067	.295	2,346	.022
	Work Culture	.141	.099	.180	1,428	.158

a. Dependent Variable: Employee Performance

Source: Processed data, 2025

Based on the results of the t-test in the table above, the influence of each independent variable can be explained as follows:

1. The Political Leadership variable (X2) has a t-value of 2.346 with a significance value of 0.022. Because the significance value is less than 0.05 ($0.022 < 0.05$), the Political Leadership variable has a significant effect on Employee Performance. This indicates that the better the political leadership implemented, the more employee performance will improve.
2. The Work Culture variable (X3) has a t-value of 1.428 with a significance value of 0.158. Because the significance value is greater than 0.05 ($0.158 > 0.05$), the Work Culture variable

does not have a significant effect on Employee Performance. This means that changes in work culture do not directly affect employee performance significantly in this study.

Thus, it can be concluded that partially only the Political Leadership variable (X2) has a significant influence on Employee Performance (Y), while Work Culture (X3) does not have a significant influence.

Analysis of the Coefficient of Determination

The coefficient of determination is used to measure how much of the variation in the dependent variable can be explained by the independent variables in a regression model. An R^2 value close to 1 indicates that the model has good ability to explain the variation in the dependent variable.

Table 6 Results of the Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.417 ^a	.174	.150	1.66376

a. Predictors: (Constant), X3, X2

Source: Processed data, 2025

From these results, it is known that the R Square value of 0.174 indicates that 17.4% of the variation in the Employee Performance variable can be explained by the Political Leadership and Work Culture variables. Meanwhile, the Adjusted R Square value of 0.150 takes into account the number of independent variables in the model, which means that 15% of the variation in Employee Performance is explained by these two variables, and the remaining 85% is influenced by other factors not included in this research model.

DISCUSSION

This section discusses the results of the data analysis conducted on the influence of Political Leadership and Work Culture on the Performance of Employees at the Bengkulu Provincial DPRD Secretariat. The discussion is conducted by linking the results of the statistical analysis with relevant theories and empirical conditions in the field.

The Influence of Political Leadership on Employee Performance

The results of the partial test (t-test) show that the Political Leadership variable (X1) has a significant positive effect on Employee Performance (Y), with a t-value of 2.346 and a significance value of $0.022 < 0.05$. This means that the better the implementation of political leadership in the Bengkulu Provincial DPRD Secretariat, the employee performance tends to increase. This finding indicates that leaders in the Bengkulu Provincial DPRD Secretariat have been able to carry out their role in providing direction, guidance, and motivation to employees. Leaders who have the ability to make decisions, communicate effectively, and provide examples will create a conducive work atmosphere. Employees feel appreciated and motivated to work better when leaders show trust and concern for their performance.

The Influence of Work Culture on Employee Performance

This research variable indicates that Work Culture has not significantly influenced Employee Performance, although the direction of the relationship remains positive. This means that the work culture values existing in the Bengkulu Provincial DPRD Secretariat still need to be strengthened to play a more optimal role in improving performance. Theoretically, work culture includes values such as discipline, responsibility, integrity, cooperation, and service orientation.

However, this finding indicates that some employees still work based on old routines and habits, not based on the work culture values expected by the organization. This condition may occur because the formal and hierarchical bureaucratic system, so the process of internalizing work culture is slower.

Although the research results indicate that the influence of work culture on employee performance is insignificant, the positive direction of the relationship remains significant. This indicates that the better the implementation of work culture, the higher the employee performance tends to be. However, this increase is not yet strong or consistent enough to produce a statistically significant effect.

These results are not entirely in line with research (Afrizal, 2021) that (Subijanto, Utari, & Ganggut, 2021) found that organizational culture has a positive and significant effect on employee performance at the Bengkulu Provincial DPRD Secretariat. This difference in results can be explained by internal organizational factors and employee tenure. Most employees at the Bengkulu Provincial DPRD Secretariat have been working for more than a decade, so long-established work patterns and values are more dominant than the new work culture being implemented. Nevertheless, the positive direction of the relationship still indicates that work culture has great potential to improve future performance. Strengthening work culture can be done by instilling the values of discipline, responsibility, and cooperation among employees, accompanied by leadership exemplary behavior in upholding these values.

The Simultaneous Influence of Political Leadership and Work Culture on Employee Performance

Simultaneously, the research results show that Political Leadership and Work Culture jointly influence Employee Performance. This means that these two variables complement each other and form a synergy in driving optimal performance. Effective leadership plays a role in building and instilling work culture values within the organization. When leaders are able to serve as role models and internalize positive values such as integrity, discipline, and cooperation, a positive work culture will naturally form among employees. Conversely, a strong work culture also supports leadership effectiveness by creating an environment that encourages openness and collaboration.

These results align with findings (Tanti, Darmawi, & Suri, 2024) that confirm that leadership style and organizational culture simultaneously have a significant impact on employee performance. Therefore, these research findings reinforce the view that improving government apparatus performance cannot rely solely on a single aspect but must be achieved through a combination of quality leadership and a productive work culture. In addition to leadership and work culture, other factors such as motivation, reward systems, the work environment, and individual competencies also play a role in improving employee performance. Therefore, efforts to improve performance need to be comprehensive, strengthening all of these aspects.

Overall, the results of this study confirm that effective political leadership and a strong work culture are essential foundations for improving the performance of staff at the Bengkulu Provincial DPRD Secretariat. These two factors need to be developed sustainably to create a productive, harmonious, and results-oriented work environment.

CONCLUSION

1. Political leadership has a significant positive effect on employee performance. This indicates that the better the implementation of political leadership in the workplace, the higher employee performance will be. Leaders who are able to provide direction, motivation, and role models in the workplace can create a conducive work environment and encourage employees to work more effectively and responsibly.

2. Work culture does not significantly influence employee performance. These results indicate that the implemented work culture has not yet had a significant impact on improving employee performance. This could be because the values of the work culture have not been fully internalized in employee behavior or because structural obstacles persist in its implementation. Nevertheless, the positive direction of the relationship still indicates that a good work culture has the potential to support improved performance if implemented consistently and comprehensively.
3. Political Leadership and Work Culture simultaneously have a significant influence on Employee Performance. The combination of these two factors can contribute to improving employee performance. However, the significant influence, as indicated by the Adjusted R^2 value of 0.150, indicates that other factors also influence employee performance, such as the reward system, individual competency, work environment, and internal motivation. Therefore, improving employee performance requires an integrated approach involving various aspects.

Overall, this study emphasizes the importance of effective leadership and a strengthened work culture in improving the performance of staff within the Bengkulu Provincial DPRD Secretariat. These two factors are the main foundation for building a professional, productive government organization that is oriented toward quality public service.

LIMITATION

1. The leadership of the Bengkulu Provincial DPRD Secretariat is expected to continuously improve leadership quality through open communication, motivation, and employee empowerment. Leaders also need to be role models of discipline, integrity, and responsibility to foster trust and team spirit among their employees.
2. For DPRD Secretariat employees, it is recommended to cultivate awareness and commitment to implementing work culture values, such as discipline, cooperation, and professionalism. Consistent implementation of this work culture will support the creation of a productive and harmonious work environment.
3. For local government agencies, the results of this study can serve as evaluation material for developing policies on human resource management. Strengthening leadership and work culture needs to be integrated with competency development programs, performance-based reward systems, and ongoing development to significantly improve employee performance.
4. For future researchers, it is recommended to add other variables that could potentially influence employee performance, such as motivation, work environment, or compensation systems. Furthermore, future research could consider using institutional theory to analyze how government norms, values, and organizational structures influence employee behavior and performance. This approach is expected to provide a more comprehensive understanding of the factors shaping employee performance, particularly within the context of government institutions. Future research could also expand the scope of the research object so that the results can be generalized more broadly to other government agencies.

Thus, the results of this study are expected to provide a real contribution to improving the quality of human resources in the government environment, especially in creating an apparatus with integrity, oriented towards public service, and with superior performance.

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