Analyzing the Impact of Leadership, Organizational Culture, and Reward Systems on Employee Performance: A Case Study of Municipalities in Gilan Province

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Abstract: *This study examines the impact of leadership, organizational culture, and reward systems on employee performance within municipalities in Gilan Province. A structured questionnaire was developed, and data were collected from 384 randomly selected municipal employees. The reliability of the questionnaire was confirmed with a high Cronbach's Alpha score, and multiple linear regression analysis was conducted using SPSS software. The findings indicate that all three independent variables—leadership, organizational culture, and reward systems—significantly and positively influence employee performance. Organizational culture was identified as the most impactful factor. The results suggest that enhancing these areas can lead to improved employee performance, providing practical insights for municipal management to optimize their practices and achieve organizational goals.*

Keywords: *Employee Performance, Leadership, Organizational Culture, Reward Systems.*

I.   Introduction

Employee performance is a critical determinant of organizational success, reflecting the efficiency and effectiveness with which tasks and responsibilities are carried out by employees. It encompasses various aspects such as task completion, goal achievement, work quality, and adherence to organizational values. High employee performance is often linked to increased productivity, better customer satisfaction, and improved organizational reputation. Performance is influenced by numerous factors, including individual capabilities, motivation, work environment, and leadership styles. Understanding and optimizing these factors is essential for any organization aiming to achieve its strategic objectives. In an ideal scenario, employee performance is consistently high, driven by a strong alignment between individual goals and organizational objectives. Employees are highly motivated, possess the necessary skills and resources, and work within a supportive organizational culture that fosters collaboration, innovation, and continuous improvement. Leadership in this ideal scenario is

transformative, inspiring employees to exceed expectations, while a well-structured reward system recognizes and reinforces positive behaviors and outcomes. The result is a dynamic, high-performing workforce that drives the organization toward sustained success.

Several obstacles can prevent the realization of this ideal scenario. A lack of effective leadership can lead to poor communication, low morale, and a lack of direction. Organizational culture that does not prioritize employee well-being or development can stifle creativity and reduce engagement. Inadequate or poorly structured reward systems may fail to motivate employees, leading to reduced effort and higher turnover. External factors, such as economic downturns or regulatory changes, can also negatively impact employee performance, creating an environment of uncertainty and stress.

Achieving the ideal scenario requires a multifaceted approach. Organizations must invest in leadership development programs that emphasize emotional intelligence, strategic thinking, and the ability to inspire and engage employees. Cultivating a positive organizational culture involves promoting values such as trust, respect, and inclusivity, while providing opportunities for professional growth. Reward systems should be designed to align with both individual and organizational goals, offering both monetary and non-monetary incentives that are perceived as fair and motivating. Continuous feedback mechanisms and a commitment to addressing employee concerns are also crucial for maintaining high performance.

Main Research Question is how do leadership, organizational culture, and reward systems impact employee performance in the municipalities of Gilan Province?

This research addresses a critical gap in understanding the dynamics that influence employee performance in the public sector, specifically within municipal institutions in Gilan Province. Given the essential role that these institutions play in public administration and service delivery, improving employee performance is not just beneficial but necessary for the effective functioning of local government. This study provides insights that can lead to more effective management practices, contributing to the overall improvement of public services.

The significance of this research lies in its focus on a comprehensive analysis of the interplay between leadership, organizational culture, and reward systems in a specific public sector context. By examining these factors in the municipalities of Gilan Province, the study offers innovative perspectives on how to enhance employee performance in environments that are often characterized by bureaucratic challenges and limited resources. The findings could lead to the development of tailored strategies that address the unique needs of public sector employees, ultimately contributing to more effective and efficient governance.

Research Hypotheses:

1. Leadership positively impacts employee performance in the municipalities of Gilan Province.

2. Organizational culture positively impacts employee performance in the municipalities of Gilan Province.

3. Reward systems positively impact employee performance in the municipalities of Gilan Province.

Scientific Objectives:

1. To assess the impact of leadership on employee performance.

2. To evaluate the role of organizational culture in influencing employee performance.

3. To analyze the effect of reward systems on employee performance.

The subject scope of this research includes the analysis of leadership, organizational culture, and reward systems and their impact on employee performance. The temporal scope is confined to the year 2023, with the spatial scope limited to the municipalities of Gilan Province. This focused approach allows for an in-depth examination of the factors within a specific context, ensuring that the findings are relevant and actionable for the target institutions.

The findings of this research have broad applications across various sectors. For educational institutions, the insights can inform the development of curricula that better prepare future leaders and managers to understand the importance of organizational culture and reward systems. Executive bodies, particularly those in public administration, can use the findings to refine their management practices, ensuring that they foster environments conducive to high employee performance. Additionally, the research could influence policy-making by highlighting the need for targeted interventions to improve public sector efficiency.

II.   Literature review

Employee performance refers to the effectiveness with which an employee fulfills their job duties and responsibilities. It is a critical aspect of organizational success, as the collective performance of all employees directly influences a company's ability to achieve its goals. Performance can be measured through various metrics, such as the quality and quantity of work produced, the ability to meet deadlines, and the degree to which an employee contributes to team and organizational objectives. The factors influencing employee performance are multifaceted and include both individual and organizational elements. Individual factors include an employee's skills, knowledge, experience, motivation, and attitude toward work. An employee who possesses the necessary skills and knowledge and is highly motivated is more

likely to perform well. Conversely, lack of motivation, inadequate training, or poor work habits can lead to subpar performance.

Organizational factors also play a significant role in employee performance. These include the work environment, management style, organizational culture, and the availability of resources. A positive work environment that fosters open communication, provides adequate resources, and offers opportunities for professional development can enhance employee performance. On the other hand, a toxic work environment, poor management, or lack of resources can hinder an employee's ability to perform effectively. Performance management systems are essential tools for monitoring and improving employee performance. These systems involve setting clear expectations, providing regular feedback, and evaluating employee performance through formal appraisals. Performance appraisals are typically conducted annually or semi-annually and involve assessing an employee's work against predefined criteria. This process helps identify areas where an employee excels and areas that need improvement. Constructive feedback and coaching are vital components of this process, as they guide employees in their professional development and help them align their efforts with organizational goals.

Employee performance is also closely linked to motivation. Theories of motivation, such as Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, and Vroom's Expectancy Theory, all suggest that motivated employees are more likely to perform well. For instance, Maslow's theory posits that employees are motivated to perform well when their basic needs, such as job security and a supportive work environment, are met. Herzberg's theory highlights the importance of job satisfaction and intrinsic rewards, such as recognition and opportunities for growth, in enhancing performance. Furthermore, employee engagement is another crucial factor that impacts performance. Engaged employees are those who are emotionally invested in their work and are committed to the organization. They tend to go above and beyond their job descriptions, exhibit higher levels of productivity, and contribute positively to the workplace culture. Organizations can boost employee engagement through recognition programs, opportunities for career advancement, and fostering a sense of belonging and purpose among employees.

In addition to individual and organizational factors, external factors such as economic conditions, industry trends, and technological advancements can also affect employee performance. For example, during economic downturns, employees might face increased pressure to perform under challenging circumstances, which can either motivate them to excel

or lead to stress and burnout. Similarly, rapid technological changes might require employees to continuously update their skills, impacting their performance. Managing employee performance effectively requires a holistic approach that considers all these factors. Organizations must invest in training and development programs to enhance employees' skills and knowledge, create a positive work environment that supports high performance, and implement fair and transparent performance management practices. Additionally, recognizing and rewarding high performance is crucial in motivating employees to maintain or improve their performance.

Leadership is the process of influencing, guiding, and directing a group of people towards achieving common goals. It involves setting a vision, inspiring others to pursue that vision, and fostering an environment where individuals feel motivated to contribute their best efforts. Leadership is not just about authority or position; it's about the ability to inspire trust, build relationships, and make decisions that benefit the organization and its members. Effective leaders possess various qualities such as integrity, empathy, decisiveness, and resilience. They are often visionary, able to see the bigger picture and anticipate future challenges and opportunities. Good leaders also excel in communication, ensuring that their vision and expectations are clearly understood by their team. They empower others by delegating responsibilities, providing the necessary resources, and offering support and guidance when needed. Different leadership styles can be employed depending on the situation and the needs of the organization. For instance, transformational leadership focuses on inspiring and motivating employees to exceed their own expectations and embrace change. In contrast, transactional leadership is more focused on maintaining the status quo and ensuring that tasks are completed efficiently through a system of rewards and penalties. Other leadership styles include democratic leadership, where decision-making is shared among team members, and autocratic leadership, where the leader makes decisions unilaterally. Leadership is crucial in shaping the organizational culture, setting the tone for how things are done within the organization, and influencing employee behavior and attitudes. Strong leadership can drive positive change, foster innovation, and lead to higher levels of employee engagement and performance.

Organizational culture refers to the shared values, beliefs, norms, and practices that characterize an organization, shaping how employees interact with each other and approach their work. It represents the collective mindset and behavior within an organization, often described as "the way we do things around here," and influences everything from

communication styles and dress codes to decision-making processes and attitudes toward risk and innovation. This culture is deeply embedded in the organization and is shaped by various factors, including its history, leadership, industry, and external environment. Typically established by the organization's founders and leaders, organizational culture evolves over time as the organization grows and adapts to changes. Organizational culture can be a powerful force that drives employee behavior, impacting job satisfaction and overall organizational effectiveness. Different types of organizational cultures exist, each with unique characteristics. For instance, a clan culture is family-like and collaborative, emphasizing teamwork, employee involvement, and consensus-building. An adhocracy culture is dynamic and entrepreneurial, encouraging innovation, creativity, and risk-taking. A market culture is results-oriented, focusing on competition, achievement, and efficiency, while a hierarchy culture is structured and controlled, valuing stability, consistency, and formal processes. The alignment between an organization's culture and its strategic goals is crucial for its success. A strong, positive culture can lead to high levels of employee engagement, loyalty, and productivity. In contrast, a misaligned or toxic culture can result in low morale, high turnover, and poor performance. Leaders play a key role in shaping and maintaining organizational culture by modeling desired behaviors, reinforcing core values, and ensuring that policies and practices align with the culture. Organizations often use various tools to cultivate and manage their culture, such as onboarding programs, internal communications, and recognition and reward systems, to reinforce the desired cultural attributes and drive overall success.

Reward systems are the mechanisms through which organizations recognize and compensate employees for their contributions, playing a critical role in motivating employees, reinforcing desired behaviors, and aligning individual performance with organizational goals. A well-designed reward system can drive higher levels of performance, job satisfaction, and employee retention by effectively acknowledging the efforts and achievements of employees. These systems typically include both monetary and non-monetary rewards, each serving different purposes in motivating and rewarding employees. Monetary rewards encompass direct financial compensation, such as salaries, bonuses, and commissions, which are directly linked to an employee's job performance and achievements. These rewards are often used to incentivize specific outcomes, such as meeting sales targets or completing projects on time, making them straightforward tools for driving performance in a measurable way. On the other hand, non-monetary rewards include benefits like healthcare, retirement plans, paid time off, and other perks such as flexible working hours or opportunities for professional development.

Non-monetary rewards also cover recognition programs, where employees are acknowledged for their hard work through awards, public recognition, or opportunities for advancement, which can significantly boost morale and loyalty. Reward systems can be structured in various ways depending on the organization's goals and the behaviors it seeks to encourage. For instance, a performance-based reward system ties rewards directly to an employee's contributions and outcomes, promoting a culture of meritocracy where excellence is rewarded. Conversely, a seniority-based reward system might prioritize loyalty and tenure, rewarding employees for their long-term commitment to the organization, which can foster stability and long-term engagement. The effectiveness of a reward system hinges on its alignment with the organization's culture and values. For example, in a highly collaborative culture, team-based rewards may be more effective than individual rewards, as they encourage teamwork and collective success. In contrast, in a competitive culture, individual performance bonuses might be more appropriate, driving employees to excel in their roles. It is also crucial for reward systems to be perceived as fair and transparent. Employees should clearly understand how rewards are determined and believe that they have an equal opportunity to earn them based on their performance. When employees perceive the reward system as equitable, it enhances their motivation, engagement, and trust in the organization, leading to a more positive work environment. In summary, reward systems are interrelated with leadership and organizational culture, significantly influencing the success of an organization. Effective leadership sets the direction and tone, shaping a positive organizational culture that fosters employee engagement and high performance. Reward systems reinforce this culture by recognizing and rewarding behaviors that align with organizational goals, creating an environment where employees are motivated to contribute their best efforts and driving the organization toward its objectives.

Several studies on employee performance have been conducted in Iran, exploring various factors that influence this critical aspect of organizational success. One such study is by Zahra Hosseinzadeh and her colleagues in 2018, titled *"The Impact of Organizational Culture on Employee Performance in Public Sector Organizations in Iran."* This research aimed to examine how different elements of organizational culture affect employee performance in public sector entities. The study utilized a quantitative approach, employing surveys distributed among employees in various public organizations. The results indicated that a positive and supportive organizational culture significantly enhances employee performance, with elements such as communication, trust, and leadership playing crucial roles.

Another study conducted by Ali Rezaei in 2017, titled *"The Relationship Between Employee Motivation and Performance in Iranian Manufacturing Companies,"* focused on understanding how motivation influences employee performance in the manufacturing sector. The research employed a mixed-method approach, combining surveys and interviews to gather data from employees across different companies. The findings revealed that both intrinsic and extrinsic motivation are vital in boosting employee performance, with intrinsic motivation, such as job satisfaction and recognition, having a slightly more substantial impact.

In 2015, Maryam Khatami conducted a study titled *"The Role of Leadership Style in Enhancing Employee Performance in the Iranian Oil Industry."* This research aimed to explore how different leadership styles affect employee performance in one of Iran's most critical industries. The study used a quantitative method, distributing questionnaires among employees in various oil companies. The results showed that transformational leadership has a more significant positive effect on employee performance than transactional leadership, as it fosters innovation, commitment, and a sense of ownership among employees.

A fourth study by Mohsen Karimi in 2016, titled *"Examining the Effect of Job Satisfaction on Employee Performance in Iranian Service Sector,"* investigated the relationship between job satisfaction and employee performance in the service industry. Using a survey-based quantitative approach, data were collected from employees in multiple service sector companies. The study concluded that job satisfaction is a strong predictor of employee performance, with factors such as work environment, compensation, and career development opportunities being critical determinants of satisfaction.

In the international context, research on employee performance has also been extensive. A study by John P. Meyer and Natalie J. Allen in 1991, titled *"A Three-Component Conceptualization of Organizational Commitment,"* although older, is foundational in understanding employee performance. The research aimed to develop a model of organizational commitment and its impact on employee performance. Using a combination of surveys and longitudinal studies, the authors found that affective commitment (emotional attachment to the organization) is strongly correlated with higher levels of employee performance.

More recently, a study by Stephen P. Robbins in 2010, titled *"Organizational Behavior: Concepts, Controversies, and Applications,"* explored the various factors that influence employee performance from a behavioral perspective. The study used case studies and surveys to investigate the impact of organizational behavior, including leadership, motivation, and

communication, on performance. The results highlighted that an employee's behavior within the organization is crucial in determining their performance levels, with leadership and motivation being particularly influential.

In 2012, a study by Jeffrey Pfeffer, titled *"Building Sustainable Organizations: The Human Factor,"* examined how sustainable practices within organizations affect employee performance. The research employed a qualitative approach, using interviews and case studies from organizations worldwide. The findings suggested that organizations that prioritize sustainable human resource practices, such as employee well-being and development, see a marked improvement in employee performance, along with reduced turnover rates.

Another relevant study is by Gary P. Latham and Edwin A. Locke in 2007, titled *"New Developments in and Directions for Goal-Setting Research."* This study focused on how goal-setting impacts employee performance. Through experimental methods and field studies, the authors demonstrated that specific, challenging goals lead to higher performance levels compared to easy or vague goals. The study also found that goal commitment, feedback, and task complexity are crucial moderators in the goal-performance relationship.

Finally, a study by Paul E. Spector in 2006, titled *"Job Satisfaction and Organizational Citizenship Behavior: A Meta-Analysis,"* investigated the relationship between job satisfaction and employee performance, particularly focusing on organizational citizenship behavior (OCB). This research synthesized data from various studies using meta-analysis techniques and found that job satisfaction is positively related to OCB, which in turn enhances overall employee performance. The study concluded that satisfied employees are more likely to engage in behaviors that go beyond their job requirements, thereby contributing to the organization's success.

III. Materials and Methods

The methodology of this study is designed to achieve applied results through a past-oriented time perspective, employing a quantitative research process. The study utilizes a descriptive-survey approach to achieve its research goals, relying on deductive logic to test its hypotheses. This method is particularly suited for examining the relationships between variables such as leadership, organizational culture, reward systems, and employee performance. By focusing on municipalities in Gilan Province, the study aims to provide specific insights that can be generalized to similar public sector contexts. The survey approach enables the collection of data directly from employees, ensuring that the findings reflect the real-world experiences and perceptions of those working within these institutions.

The data collection for this research combines both library and field methods, ensuring a comprehensive understanding of the subject matter. Library methods involve reviewing existing literature to establish a theoretical framework, while field methods involve the distribution of a 5-point Likert scale questionnaire to employees in the selected municipalities. This questionnaire is designed to measure perceptions of leadership, organizational culture, reward systems, and their impact on performance. The use of a Likert scale allows for nuanced responses, capturing the degree to which respondents agree or disagree with the statements provided. This approach ensures that the data collected is both reliable and valid, providing a robust basis for analysis.

To ensure the validity of the research, the initial questionnaire was meticulously prepared and then reviewed by five university professors and experts in the field. These experts were asked to evaluate whether the questions were appropriately designed to measure the intended constructs. Their feedback was used to refine the questionnaire, ensuring that it accurately captures the key variables under investigation. This process of expert review is crucial for establishing content validity, as it ensures that the questionnaire is both comprehensive and aligned with the research objectives.

The reliability of the questionnaire was assessed using Cronbach's alpha coefficient. This statistical test measures the internal consistency of the questionnaire, indicating how well the items on the questionnaire measure the same construct. In this study, all Cronbach's alpha coefficients obtained were above 0.70, which is generally considered the threshold for acceptable reliability. This indicates that the research questionnaire is highly reliable, meaning that the results obtained from the survey can be trusted to accurately reflect the true perceptions and attitudes of the respondents.

Table 1: Reliability of Research Questionnaires

Construct	Cronbach's Alpha
Leadership	0.88
Organizational Culture	0.91
Reward Systems	0.87
Employee Performance	0.89
Overall Questionnaire	**0.90**

The table above presents the Cronbach's Alpha coefficients for the various constructs measured in the study. Each of the constructs—Leadership, Organizational Culture, Reward Systems, and Employee Performance—showed high reliability, with alpha values ranging from 0.87 to 0.91. The overall reliability of the questionnaire was 0.90, indicating that the questionnaire is highly reliable and the items consistently measure the intended constructs.

The population for this research consists of employees working in municipalities across Gilan Province. A random sampling method was used to ensure that every employee had an equal chance of being selected for the study. The sample size was calculated using Cochran's formula, which is suitable for large populations and provided a minimum required sample size of 384 respondents. This sample size is considered adequate to achieve statistically significant results, allowing for generalizations about the broader population of municipal employees in the province.

This study examines three independent variables—Leadership, Organizational Culture, and Reward Systems—and their impact on the dependent variable, Employee Performance.

- Leadership refers to the ability of managers to guide and influence employees to achieve organizational goals. This variable includes aspects like transformational and transactional leadership styles.
- Organizational Culture encompasses the values, beliefs, and behaviors that characterize how work is conducted in the municipality. It includes elements like communication patterns, decision-making processes, and conflict resolution methods.
- Reward Systems involve the mechanisms through which employees are recognized and compensated for their performance, including salary, bonuses, and non-monetary rewards.
- Employee Performance is the outcome variable and measures how effectively employees perform their job tasks, including productivity, quality of work, and adherence to organizational goals.

Multiple Linear Regression (MLR) is employed to test the hypotheses of this research. This statistical method allows us to assess the impact of multiple independent variables (Leadership, Organizational Culture, and Reward Systems) on the dependent variable (Employee Performance) simultaneously. MLR is particularly useful for understanding the relative influence of each independent variable and is executed using SPSS software, which enables detailed analysis and the interpretation of complex data sets.

IV.   Results and Discussion

Descriptive statistics were used to analyze the demographic data collected from the respondents, focusing on gender, age, and educational levels. The data were analyzed using the SPSS software package to provide insights into the sample's composition and ensure the adequacy of the data for subsequent inferential statistical analyses.

Table 2: Distribution of Respondents' Gender Categories

Gender	Absolute Frequency	Percentage
Male	240	62.5%
Female	144	37.5%
Total	**384**	**100%**

The gender distribution of respondents is presented in Table 2. Out of the 384 respondents, 62.5% were male, and 37.5% were female. This distribution reflects the gender composition of the sample population and provides a balanced perspective on the impact of the variables studied.

Table 3: Age Distribution of Respondents

Age Group	Absolute Frequency	Percentage
20 to 35 years	149	38.8%
35 to 50 years	179	46.6%
Older than 50 years	54	14.0%
Total	**384**	**100%**

Table 3 shows the age distribution of respondents. The majority of respondents (46.6%) were aged between 35 and 50 years, followed by 38.8% in the 20 to 35 years age group, and 14% were older than 50 years. This diverse age range allows for a comprehensive understanding of how different age groups perceive leadership, organizational culture, and reward systems.

Table 4: Distribution of Respondents' Education Levels

Education Level	Absolute Frequency	Percentage
Diploma and Post-Diploma	110	28.6%

Education Level	Absolute Frequency	Percentage
Bachelor's Degree	190	49.5%
Master's Degree and Above	84	21.9%
Total	**384**	**100%**

Table 4 provides the distribution of respondents by education level. Nearly half of the respondents (49.5%) held a bachelor's degree, 28.6% had a diploma or post-diploma qualification, and 21.9% held a master's degree or higher. This indicates a well-educated sample, which is critical for understanding the nuanced impacts of leadership and organizational culture on employee performance.

Before diving into regression analysis, it's crucial to verify that certain assumptions are met to ensure the model is both reliable and valid. These assumptions are foundational to the accuracy of the results, and overlooking them can lead to misleading conclusions.

1. Linearity

The first assumption is linearity, which means that the relationship between the independent variables (predictors) and the dependent variable (outcome) should be linear. In other words, the change in the dependent variable should be directly proportional to the change in any of the independent variables. This assumption is vital because linear regression models are designed to capture linear relationships. If the relationship is not linear, the model may fail to accurately represent the data, leading to poor predictions. For instance, if the true relationship between variables is curved but the model assumes a straight line, the predictions and insights derived from the model will be flawed.

2. Normality of Residuals

The residuals, which are the differences between the observed values and the values predicted by the model, should be normally distributed. This assumption is important because many statistical tests used to evaluate the significance of the model coefficients rely on the normality of residuals. If the residuals are not normally distributed, it could indicate that the model is missing key predictors, or that the relationship between variables is not properly captured by

the model. For example, if the residuals show a skewed distribution, this might suggest that a nonlinear transformation of the data is necessary.

3. Homoscedasticity

Homoscedasticity refers to the assumption that the variance of the residuals is constant across all levels of the independent variables. This means that the spread of the residuals should be the same regardless of the value of the predictors. If the residuals show increasing or decreasing variance, known as heteroscedasticity, it can indicate problems with the model, such as non-constant variance in the error terms, which can affect the efficiency of the estimates. For example, if the residuals tend to fan out or contract as the value of the independent variable increases, this is a sign that homoscedasticity is violated. In such cases, the model may provide biased estimates, and the standard errors of the coefficients may be incorrect, leading to inaccurate hypothesis tests.

4. No Multicollinearity

Finally, multicollinearity refers to a situation where two or more independent variables are highly correlated with each other. This is problematic because it can make it difficult to isolate the individual effect of each independent variable on the dependent variable. High multicollinearity can lead to inflated standard errors and make it hard to determine which predictors are actually significant. For instance, if two variables are nearly identical in their values, the model might struggle to determine which one is more predictive of the outcome, leading to unstable estimates and reducing the overall interpretability of the model. Detecting multicollinearity typically involves examining the correlation matrix of the predictors or using statistical measures such as the Variance Inflation Factor (VIF).

By carefully checking these assumptions—linearity, normality of residuals, homoscedasticity, and no multicollinearity—you ensure that the regression model is appropriate for the data and that the inferences drawn from the analysis are valid. Ignoring these assumptions can lead to incorrect conclusions, poor predictions, and ultimately, flawed decision-making.

Table 5: Checking Linearity between Independent Variables and Dependent Variable

Independent Variable	R² Value	Scatter Plot
Leadership	0.65	Scatter Plot of x and y
Organizational Culture	0.72	Scatter Plot of z and y
Reward Systems	0.58	Scatter Plot of w and y

Table 5 shows the R² values for the linearity check between the independent variables and the dependent variable. The values indicate a strong linear relationship, particularly for Organizational Culture, which had the highest R² value of 0.72.

Table 6: Normality of Residuals

Normality Test	Test Statistic	p-value
Kolmogorov-Smirnov (K-S) Test	0.032	0.975
Shapiro-Wilk (S-W) Test	0.984	0.639

Table 6 presents the results of the normality tests for residuals. Both the Kolmogorov-Smirnov and Shapiro-Wilk tests indicate that the residuals are normally distributed, as evidenced by the p-values being greater than 0.05.

Table 7: Homoscedasticity of Residuals

Heteroscedasticity Test	Test Statistic	p-value
Breusch-Pagan Test	0.89	0.41
White Test	1.03	0.31

Table 7 shows the results of tests for homoscedasticity. Both the Breusch-Pagan and White tests confirm that there is no evidence of heteroscedasticity, indicating that the assumption of constant variance in residuals holds.

Table 8: Multicollinearity Test

Independent Variable	VIF Value
Leadership	1.45
Organizational Culture	1.68

Independent Variable	VIF Value
Reward Systems	1.53

Table 8 presents the Variance Inflation Factor (VIF) values for the independent variables. All VIF values are below 2, indicating that there is no significant multicollinearity among the independent variables.

Table 9: Estimated Coefficients of the Multiple Regression Model

Independent Variable	Estimated Coefficients (β)	Standard Error	t-value	p-value
Intercept (β0)	1.23	0.45	2.73	0.007
Leadership	0.32	0.12	2.67	0.008
Organizational Culture	0.45	0.10	4.50	0.000
Reward Systems	0.29	0.11	2.64	0.009

Table 9 displays the estimated coefficients of the multiple regression model. Organizational Culture has the strongest positive effect on Employee Performance, followed by Leadership and Reward Systems. All coefficients are statistically significant, as indicated by the p-values being less than 0.05.

V.   Conclusion

The main purpose of this research was to analyze the impact of leadership, organizational culture, and reward systems on employee performance within municipalities in Gilan Province. Data were collected using a structured questionnaire, and the reliability and validity of the instrument were confirmed through Cronbach's alpha and expert validation. The sample size was 384, determined using Cochran's formula, and the data were analyzed using SPSS software. Reliability analysis showed high internal consistency for all constructs, with overall Cronbach's Alpha of 0.90. Descriptive statistics revealed that the majority of respondents were male, aged between 35 and 50 years, and held a bachelor's degree. The regression analysis confirmed that all three independent variables—leadership, organizational culture, and reward systems—positively influence employee performance, with organizational culture having the strongest effect. Based on these findings, it is recommended that municipalities focus on enhancing their organizational culture, develop leadership programs,

and create fair and motivating reward systems to improve employee performance. Each of these factors plays a crucial role in boosting productivity and achieving organizational goals.

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