

THE ROLE OF LEADERSHIP STYLE AND WORK MOTIVATION ON THE EFFECTIVENESS OF THE FREE NUTRITIOUS MEAL PROGRAM WITH ORGANIZATIONAL CULTURE AS A MODERATING VARIABLE

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ABSTRACT

This study analyzes the influence of leadership style and work motivation on the effectiveness of the Free Nutritional Meal Program (MBG) with organizational culture as a moderating variable. The study used a quantitative approach with a causal design and was conducted at the Nutrition Fulfillment Service Unit (SPPG) in Makassar City. The sample size was 98 respondents determined using the Slovin formula. Data were collected through questionnaires distributed to parties directly involved in program implementation and analyzed using SEM-PLS. The results showed that leadership style and work motivation had a positive and significant effect on program effectiveness. Organizational culture was proven to strengthen this relationship. This study supports the New Public Management theory, which emphasizes the importance of strengthening managerial capacities and an adaptive organizational culture to improve public sector performance. These findings imply that the quality of leadership, work motivation, and a results-oriented organizational culture determines the effectiveness of social policy.

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INTRODUCTION

Human resource development (HRD) constitutes a strategic agenda in national development, particularly through public policy interventions in the fields of health and education. One of the interventions widely implemented in various countries is the provision of nutritious meal programs as an effort to improve nutritional status, enhance learning concentration, and increase community productivity (Alderman & Fernald, 2017). In Indonesia, the Free Nutritious Meal Program is designed as a priority initiative that is not only oriented toward fulfilling nutritional needs but also serves as a social policy instrument to reduce inequality and sustainably enhance the quality of human resources.

Free school meal programs were first recorded in the history of public nutrition policy in Norway, where, since the early twentieth century, major municipalities such as Oslo began providing school meals designed to improve children's nutritional status and address hunger and malnutrition among low-income families. Historical studies

indicate that this policy was initially intended to address social and child health issues and to increase school participation through nutritional intervention. These objectives have continued to influence the development of school meal policies in Europe to the present day (Andresen & Elvbakken, 2007).

Subsequently, a similar policy was strengthened in the United States through the National School Lunch Act of 1946, which established the National School Lunch Program, a federal policy designed to provide subsidized or free school meals at the national level as part of the broader health and education welfare system. The program has developed over several decades and currently serves millions of students across the United States (Toossi et al., 2024).

In the Indonesian context, the Free Nutritious Meal Program (MBG) is the implementation of a similar policy that will be implemented nationally in 2025 as part of the government's strategy to improve the quality of human resources through the fulfillment of nutrition for school children. Preliminary research in Indonesia shows that the program has the potential to increase student attendance, improve focus and concentration of learning, and support the health and learning motivation of elementary school students, although implementation challenges such as menu variety and management still need to be evaluated (Eyes & Nadia, 2025).

In its implementation, the Free Nutritious Meal Program faces various organizational challenges related to differences in leadership patterns, the level of motivation of apparatus, and variations in work culture between program implementing units. These differences have implications for the disparity in operational standards, the quality of supervision, and the consistency of program implementation in the field. Several preliminary findings and implementation reports show inconsistencies in implementation, sub-optimal cross-unit coordination, and differences in the level of discipline and responsibility of implementers, which have the potential to affect the effectiveness of the Free Nutritious Meal Program.

Makassar City as one of the metropolitan cities in Eastern Indonesia has complex socio-economic characteristics with a high number of elementary schools and a large population density, so the implementation of the Free Nutritious Meal Program (MBG) is carried out on a broad and structured operational scale. In this city, there are 108 registered and operating Nutrition Fulfillment Service Unit (SPPG) kitchens, where each SPPG is designed to serve a maximum of 3,000 beneficiaries, so that the overall program reaches hundreds of thousands of beneficiaries every day. The large scale of service demands an effective logistics coordination system, strict food quality control, professional management of mass-produced kitchens, and consistency of timely distribution and in accordance with nutritional standards. In its implementation, there is a phenomenon of variation in managerial capacity between SPPGs, especially in the implementation of standard operating procedures (SOPs), quality control of raw materials, and food distribution systems, accompanied by differences in the level of discipline, work commitment, and compliance with hygiene standards among kitchen coordinators, processing personnel, and distribution officers. These variations have direct implications for the quality of service and are an important indicator in assessing the effectiveness of the Free Nutritious Meal Program in Makassar City.

The phenomenon of food poisoning cases experienced by a number of students in the implementation of the Free Nutritious Meal Program in several regions in Indonesia further emphasizes the importance of organizational aspects and implementing behavior in determining the success of government programs. The incident not only reflects technical problems of food quality, but also indicates weaknesses in operational leadership, low work motivation in implementing food safety standards, and an organizational culture that is not fully oriented towards the quality and safety of public services (Fitriah et al., 2025). In this context, the effectiveness of the program cannot be separated from how the leadership provides direction and supervision, the extent to which the apparatus has the motivation to comply with work procedures, and how organizational cultural values such as discipline, responsibility, and concern for service quality are internalized in daily work practices.

Research on the effectiveness of public programs in the fields of health and education has developed rapidly, especially those that place organizational factors as determinants of successful policy implementation. Several previous studies have confirmed that the effectiveness of a program is not only determined by policy design and resource adequacy, but also by the leadership factors and behavior of policy-implementing human resources.

Previous research has shown that leadership style has a significant influence on the effectiveness of public sector organizations, especially in the context of social programs and public services. Transformational leadership, for

example, has been proven to be able to improve organizational performance through increased commitment, clarity of vision, and coordination of work between policy implementation actors (Akmaliyah et al., 2025; Noble et al., 2024; Fariska et al., 2022). Empirical studies in the education and public health sectors also show that a participatory and visionary leadership style contributes to improving the quality of services and achieving program goals (Fernandez & Rainey, 2006).

In addition to leadership, the work motivation of apparatus and program implementers is a fundamental factor in determining the effectiveness of the implementation of public sector organizational policies (Pratama & Junaedi, 2025). In theory *Public Service Motivation* explained that the intrinsic motivation of public sector employees has a direct effect on the quality of service and the success of social programs (Perry et al., 1990; Ritz et al., 2016). Recent research shows that work motivation plays an important role in improving discipline, responsibility, and consistency in program implementation, especially in direct service to community-based programs such as non-profit government programs (Fernandez & Rainey, 2006; Marques, 2020; Wooddell, 2018).

This study uses organizational culture as a moderation variable. Organizational culture is defined as a set of values, assumptions, beliefs, and norms that are shared by members of the organization and form a pattern of collective behavior in carrying out organizational activities. Organizational culture serves as a social mechanism that directs the way individuals think, act, and respond to policies and programs implemented in the organization (Hartnell et al., 2019). Organizational culture reflects the extent to which values such as discipline, cooperation, performance orientation, and commitment to public service are internalized within the organization.

Empirical research shows that a strong and adaptive organizational culture is able to create harmony between individual goals and organizational goals, thereby reinforcing the influence of leadership style and work motivation on the performance and effectiveness of organizational programs (Sihite et al., 2024). Conversely, an organizational culture that is weak or does not support performance can hinder leadership effectiveness and reduce the impact of work motivation in the implementation of public programs. Therefore, a positive, collaborative, and performance-oriented organizational culture is expected to be able to strengthen the relationship between leadership style and work motivation with the effectiveness of the Free Nutritious Meal Program, because organizational culture serves as an internal context that determines how leadership direction and motivational encouragement are translated into concrete actions by the apparatus and program implementers.

Although much research has been done on leadership, work motivation, and organizational culture, research that specifically examines the effectiveness of the Free Nutritious Meal Program in Indonesia with a moderation model approach is still very limited. Most of the previous research (Alderman & Fernald, 2017; Desiani & Syafiq, 2025; Eyes & Nadia, 2025) More emphasis is placed on the nutritional and academic impact of the school food program, while the managerial and organizational behavior aspects in program implementation have not been explored empirically. Therefore, this study has novelty by integrating the variables of leadership style and work motivation as determinants of the effectiveness of the Free Nutritious Meal Program, as well as placing organizational culture as a moderation variable. This approach is expected to be able to make a theoretical contribution to the development of public management literature and organizational behavior, as well as a practical contribution to the formulation of strategies to increase the effectiveness of the implementation of the Free Nutritious Meal Program in Indonesia.

The New Public Management (NPM) theory developed in response to criticism of traditional public administration models that were considered bureaucratic, less efficient, and more procedure-oriented than results. NPM emerged as a paradigm of public sector reform that emphasizes the importance of applying modern management principles to improve the performance of public organizations, especially in the provision of services to the community (Hood, 1991).

Conceptually, NPM departs from the assumption that public organizations can improve the effectiveness and quality of their services by adopting managerial practices commonly used in the private sector, such as performance-based management, strengthening the role of managers, and outcome-oriented. This paradigm places public organizations not only as rule-implementers, but as managerial entities responsible for achieving performance targets and policy benefits for society.

In the context of the implementation of social policies, such as the Free Nutritious Meal Program (MBG), the NPM approach places the effectiveness of the program as the main indicator of the success of public policies. The effectiveness is not only seen from the distribution of the budget or the implementation of activities, but also from the extent to which the program is able to achieve substantive goals, such as the accuracy of the target of beneficiaries, the quality of services, and the real impact on improving the welfare and quality of human resources.

Therefore, *New Public Management theory* provides a relevant and comprehensive conceptual framework to explain the relationship between leadership style and work motivation to the effectiveness of the Free Nutritious Meal Program, as well as placing organizational culture as a contextual factor that can strengthen or weaken the relationship between these variables. This framework is in line with the research objectives that focus on increasing the effectiveness of public policy implementation through strengthening managerial and organizational aspects.

Based on the research background, the formulation of this research problem is how the role of leadership style and work motivation on the effectiveness of the Free Nutritious Meal Program, as well as whether organizational culture can moderate the role of leadership style and work motivation on the effectiveness of the Free Nutritious Meal Program.

In accordance with the formulation of the problem, the purpose of the research and the theoretical foundation, the conceptual framework of the research can be described as follows:

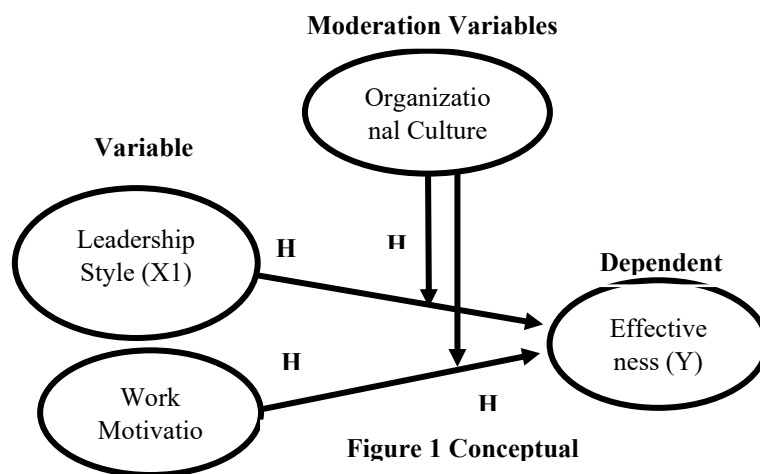


Figure 1 Conceptual

METHOD

This study uses four variables, namely two independent *variables*, one dependent *variable*, and one moderator variable. The independent variables in this study were leadership style (X1) and work motivation (X2). The bound variable in this study was the effectiveness of the Free Nutritious Meal Program (MBG) (Y), while the moderator variable in this study was organizational culture (Z).

The research was carried out on organizations or foundations implementing the Free Nutritious Meal Program in Makassar City, especially in the Nutrition Fulfillment Service Unit (SPPG). The unit of analysis of this research is an SPPG organization, not an individual individual. The selected respondents are key *informants* in each SPPG, namely kitchen coordinators or senior employees who have a comprehensive understanding of program operations. The research time was carried out from January to February 2026.

Population is a generalized area consisting of objects or subjects that have certain qualities and characteristics that are determined by researchers to be studied and then drawn conclusions (Sugiyono, 2021). The population in this study is all employees or workers who are directly involved in the implementation of the Free Nutritious Meal Program (MBG) in 108 Nutrition Fulfillment Service Units (SPPG) in Makassar City. However, based on the results of the calculation using the Slovin formula with an error rate of 10%, a sample of 98 respondents was obtained. Therefore,

this study determined 1 respondent at each selected kitchen point/SPPG, so that the total number of respondents was 98 people.

The determination of the number of samples in this study uses the Slovin formula, as explained by Nalendra et al. (2021), which is used to calculate the minimum sample count when the characteristics of the population are not yet known for sure. The sample size is determined based on the error rate (*Error Rate*) set, where the smaller the error rate used, the greater the number of samples required. The Slovin formula is:

$$n = N / (1 + N x e^2)$$

Description:

n = sample size

N = population size

e = tolerable error rate (e.g. 5%)

The number of population in this study is all employees in the Nutrition Fulfillment Service Unit (SPPG) registered with the National Nutrition Agency (BGN). There are 108 SPPGs, with each SPPG having 50 employees, so that the total population is: $N = 108 \times 50$ $N = 5,400$ people. The number of samples was determined using the Slovin formula with an error rate (e) of 10% or 0.1.

$$\begin{aligned} n &= N / (1 + N x e^2) \\ 5.400 / (1 + 5.400 x 0.12) \\ &= 98.18 \end{aligned}$$

The results of the calculation showed that the number of samples was 98.18, which was then rounded to 98 respondents. Thus, the number of samples used in this study is 98 SPPG employees registered with BGN. This number is considered representative to describe the condition of the population with an error rate of 10%. In this study, questionnaires will be distributed to SPPG employees who meet the research criteria, especially those involved in the implementation of the Free Nutritious Eating Program (MBG).

The type of data used is primary data obtained through the distribution of a questionnaire using a five-point Likert scale. The data collected were in the form of respondents' perceptions of leadership style, work motivation, organizational culture, and the effectiveness of the implementation of the MBG Program. Data analysis was carried out using Structural Equation Modeling–Partial Least Squares (SEM-PLS) to test the validity, reliability, and relationships between variables in the research model.

RESULTS AND DISCUSSION

Evaluation of measurement models (*Outer model*) is used to determine whether the data that has been collected from respondents has met the validity and reliability requirements based on the relationship between indicators and variables. The following is an image of the outer model in this study using *Software SmartPLS 4.0* :

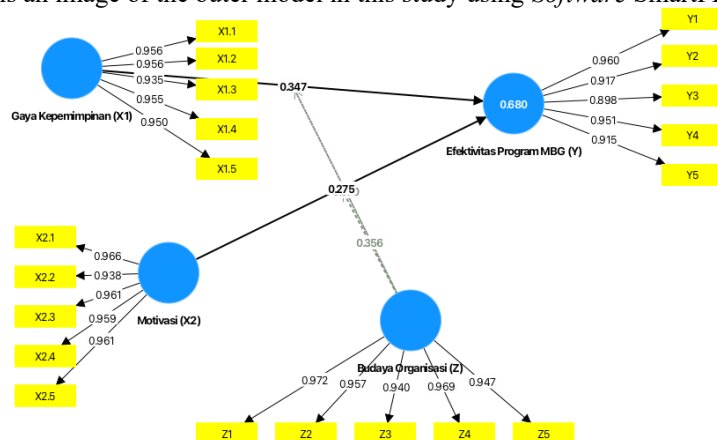


Figure 2. Results of the initial smartPLS 4 algorithm

Based on the figure, all indicators in each variable show a very high outer loading value, which is above 0.70, so that it can be declared to meet the convergent validity criteria. The Leadership Style variable (X1) has a loading value between 0.935–0.956, the Motivation variable (X2) is in the range of 0.938–0.966, the MBG Program Effectiveness variable (Y) ranges from 0.898 - 0.960, and the Organizational Culture (Z) variable has a value between 0.940 - 0.972. These values, which all exceed the minimum limit of 0.70, indicate that each indicator is able to reflect its construct strongly, so that the research instrument is declared valid and suitable for use in further analysis.

Table 1 Construct reliability and validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Organizational Culture (Z)	0,977	0,978	0,982	0,916
Effectiveness of the MBG (Y) Program	0,960	0,963	0,969	0,862
Leadership Style (X1)	0,973	0,984	0,979	0,903
Motivation (X2)	0,977	0,979	0,982	0,916

Sources: Processed by authors (using SMART PLS 4)

The results of the reliability and construct validity testing indicate that all variables in this study have met the required criteria in the SEM-PLS analysis. The Organizational Culture variable (Z) demonstrates a Cronbach's Alpha value of 0.977, Composite Reliability (rho_a) of 0.978, and Composite Reliability (rho_c) of 0.982, with an Average Variance Extracted (AVE) value of 0.916. These values are well above the minimum thresholds of 0.70 for reliability and 0.50 for AVE, indicating that the organizational culture construct is highly reliable and exhibits excellent convergent validity.

The Effectiveness of the Free Nutritious Meal Program variable (Y) also shows a very high level of reliability, with a Cronbach's Alpha value of 0.960, Composite Reliability (rho_a) of 0.963, and Composite Reliability (rho_c) of 0.969, as well as an AVE value of 0.862. This indicates that the indicators of the effectiveness variable consistently and accurately represent the construct.

Furthermore, the Leadership Style variable (X1) has a Cronbach's Alpha value of 0.973, Composite Reliability (rho_a) of 0.984, and Composite Reliability (rho_c) of 0.979, with an AVE value of 0.903. These values suggest that the leadership style construct possesses very strong internal consistency and explains the majority of the variance in its indicators.

The Work Motivation variable (X2) also demonstrates excellent results, with a Cronbach's Alpha value of 0.977, Composite Reliability (rho_a) of 0.979, and Composite Reliability (rho_c) of 0.982, along with an AVE value of 0.916. Based on these findings, it can be concluded that all constructs in this study are reliable and valid, and therefore suitable for use in structural model testing and further hypothesis testing.

Table 2 R square

	R-square
Effectiveness of the MBG (Y) Program	0,680

Sources: Processed by authors (using SMART PLS 4)

The results of the structural model test showed that the R-square value for the Effectiveness variable of the Free Nutritious Meal Program (Y) was 0.680. This value indicates that 68.0% of the variation in the effectiveness of the Free Nutritious Meal Program can be explained by leadership style, work motivation, organizational culture, and organizational culture moderation interaction, while the remaining 32.0% is influenced by other variables outside the research model.

Table 3 Bootstrapping

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics O/STDEV))	P values
Leadership Style (X1) -> MBG Program Effectiveness (Y)	0,347	0,350	0,072	4,836	0,000
Motivation (X2) -> Effectiveness of the MBG Program (Y)	0,275	0,281	0,067	4,072	0,000
Organizational Culture (Z) x Leadership Style (X1) -> MBG Program Effectiveness (Y)	0,370	0,368	0,067	5,560	0,000
Organizational Culture (Z) x Motivation (X2) -> MBG Program Effectiveness (Y)	0,356	0,346	0,076	4,661	0,000

Sources: Processed by authors (using SMART PLS 4)

The test results showed that leadership style (X1) had a positive and significant effect on the effectiveness of the Free Nutritious Eating Program (Y) with a path coefficient value of 0.347, a *t-statistic* value of 4.836, and a *p-value* of 0.000. This shows that the better the leadership style in the implementing organization, the more effective the Free Nutritious Meal Program will be.

Furthermore, work motivation (X2) also had a positive and significant effect on the effectiveness of the Free Nutritious Meal Program with a path coefficient value of 0.275, a *t-statistical* value of 4.072, and a *p-value* of 0.000. These findings show that the work motivation of the apparatus plays an important role in encouraging the success of program implementation.

Organizational culture can moderate the influence of leadership style on program effectiveness positively and significantly with a coefficient value of 0.370, a *t-statistical* value of 5.560, and a *p-value* of 0.000. This shows that a strong organizational culture is able to strengthen the influence of leadership style on the effectiveness of the Free Nutritious Meal Program.

Furthermore, organizational culture can moderate the influence of work motivation on program effectiveness positively and significantly with a coefficient value of 0.356, a *t-statistical* value of 4.661, and a *p-value* of 0.000. These findings indicate that a supportive organizational culture is able to strengthen the motivational drive of the apparatus in increasing the effectiveness of the implementation of the Free Nutritious Meal Program.

DISCUSSION

The Role of Leadership Style on the Effectiveness of Free Nutritious Eating Programs

The results of the study show that leadership style has a positive and significant effect on the effectiveness of the Free Nutritious Meal Program, further strengthening the relevance of New Public Management (NPM) theory which emphasizes the importance of the role of public managers in improving the performance and outcome orientation of public sector organizations. In the NPM perspective, leaders not only function as implementers of administrative procedures, but as strategic managers who are responsible for achieving policy outcomes. The results of this study show that effective leadership is able to encourage coordination, work discipline, and the achievement of program targets, so that the first hypothesis (H1) is accepted and supports the basic assumption of NPM regarding the importance of performance-based leadership.

This research is in line with the research of Fadhila & Pracoyo, (2017) and Pratama & Junaedi (2025) which states that leadership has a positive and significant effect on the effectiveness of public organizations. Communicative, participatory, and results-oriented leadership is able to improve the performance of the apparatus and the success of policy implementation. In the context of the Free Nutritious Meal Program, leaders who are able to provide clear directions, ensure coordination runs well, and motivate apparatus are proven to be able to increase the achievement of program goals.

However, the results of this study are not in line with the findings of Fariska et al. (2022) who stated that leadership style does not have a significant effect on organizational effectiveness. This difference can be explained by

the organizational context and characteristics of the program. In the Free Nutritious Meal Program, which demands intensive coordination and strict supervision of distribution, the role of leadership becomes a strategic factor so that its influence on effectiveness becomes more real.

The Role of Work Motivation on the Effectiveness of Free Nutritious Meal Programs

The results of the study show that work motivation has a positive and significant effect on the effectiveness of the Free Nutritious Meal Program is also in line with the principles of New Public Management (NPM) which emphasizes the importance of performance- and results-based human resource management. NPM views the apparatus as a strategic asset that must be managed through an incentive system, competency improvement, and performance encouragement in order to be able to produce optimal outputs and outcomes. These findings show that highly motivated officials will work more productively and are oriented towards achieving program goals, so that the second hypothesis (H2) is accepted and strengthens the relevance of managerial approaches in the public sector.

This research is in line with Firman et al. (2024) which shows that improving the quality of human resources through motivation and capacity building contributes to improving organizational performance. In the context of the Free Nutritious Meal Program, high work motivation is reflected in the commitment of the apparatus in ensuring on-target distribution and maintaining service quality.

However, these results are not in line with the research Fariska et al. (2022) and Fadhila & Pracoyo (2017) who found that motivation had no effect or even a negative effect on effectiveness. This difference can be caused by differences in organizational conditions and work systems. In this study, organizational culture and managerial systems support work motivation so that its influence on effectiveness becomes significant.

Organizational Culture Moderates the Role of Leadership Style on the Effectiveness of Free Nutritious Meal Programs

The results showed that organizational culture significantly strengthened the influence of leadership style on the effectiveness of the Free Nutritious Meal Program. This is in line with the New Public Management approach which emphasizes the importance of forming an adaptive and performance-oriented organizational culture to support the successful implementation of public policies. Within the NPM framework, organizational effectiveness is not only determined by the individual capabilities of the leader, but also by the value systems and organizational norms that support the achievement of results. Thus, a collaborative and responsive organizational culture has been proven to be able to strengthen the effectiveness of leadership in improving program performance, so it can be concluded that hypothesis 3 (H3) is accepted.

This research is in line with Robbins & Judge (2024) and Hartnell et al. (2019) who stated that an adaptive, collaborative, and performance-oriented organizational culture is able to increase organizational effectiveness. In the context of the Free Nutritious Meal Program, a work culture that supports collaboration and innovation strengthens the coordination and commitment of the apparatus in the implementation of the program.

Organizational Culture Moderates the Role of Work Motivation on the Effectiveness of Free Nutritious Meal Programs

The results of the study show that organizational culture strengthens the influence of work motivation on the effectiveness of the Free Nutritious Meal Program also supports the New Public Management paradigm which emphasizes the integration between the managerial system and organizational culture in achieving results-based performance. From an NPM perspective, the motivation of the apparatus will be more effective if it is supported by an organizational environment that encourages innovation, collaboration, and orientation to outcomes. The acceptance of the fourth hypothesis (H4) shows that organizational culture plays a role as a strategic context that ensures that work motivation is optimally translated into the performance and effectiveness of public programs.

These findings are in line with research Pancasasti, (2023) and Sari & Afrida (2021) which states that organizational culture plays a role as a contextual variable that strengthens the relationship between leadership and organizational effectiveness. In addition, these results also support the research of Pancasasti (2023) and Sari & Afrida (2021) which found that organizational culture strengthens the influence of work motivation on organizational performance.

However, these results differ from studies Shahzad et al. (2017) with Hasanah & Adhiatma (2025) which states that organizational culture is not always able to moderate such relationships, especially in organizations that have bureaucratic cultures and rigid hierarchical structures. This difference shows that the cultural character of the organization greatly determines the effectiveness of the moderation function. In this study, an adaptive and collaborative organizational culture was proven to strengthen the influence of leadership and motivation on the effectiveness of the Free Nutritious Meal Program.

CONCLUSION

Based on the results of the research and discussion on the influence of leadership style and work motivation on the effectiveness of the Free Nutritious Meal Program with organizational culture as a moderation variable, it can be concluded as follows:

Leadership style has a positive and significant effect on the effectiveness of the Free Nutritious Meal Program. This shows that leadership that is able to provide clear directions, build good communication, and effectively motivate the apparatus contributes to improving the achievement of goals, the quality of implementation, and the sustainability of the program. Thus, the first hypothesis (H1) is declared accepted.

Work motivation has a positive and significant effect on the effectiveness of the Free Nutritious Meal Program. Apparatus who have high intrinsic and extrinsic motivation show commitment, responsibility, and perseverance in carrying out their duties, thus having an impact on increasing the effectiveness of the program. Therefore, the second hypothesis (H2) is declared accepted.

Organizational culture moderates the influence of leadership style on the effectiveness of the Free Nutritious Meal Program. A collaborative, adaptive, and performance-oriented organizational culture is able to strengthen the influence of leadership on program effectiveness. This shows that leadership effectiveness will be more optimal if it is supported by conducive organizational values and norms. Thus, the third hypothesis (H3) is declared accepted.

The organizational culture moderates the influence of work motivation on the effectiveness of the Free Nutritious Meal Program. The work motivation of the apparatus will be more effective in increasing the effectiveness of the program if it is supported by an organizational culture that supports cooperation, innovation, and public service orientation. Therefore, the fourth hypothesis (H4) is declared accepted.

Overall, this study shows that the effectiveness of the Free Nutritious Meal Program is not only determined by managerial factors such as leadership style and work motivation, but is also strongly influenced by organizational culture as a contextual factor that strengthens relationships between variables. This research model has a strong explainability, which shows that strengthening aspects of leadership, motivation, and organizational culture is the key to increasing the success of public policy implementation.

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