



Organizational Culture, Transformational Leadership, and Work Motivation Driving Employee Performance

Sudirman¹, Nancy Yusnita¹, Widodo Sunaryo¹

¹Universitas Pakuan, Indonesia

✉ imansudirman199@gmail.com *

Abstract

This study investigates the role of organizational culture, transformational leadership, and work motivation as strategic drivers of employee performance in an Indonesian corporate context. Conducted over seven months from September 2024 to March 2025, the research employed a quantitative design using Likert-scale questionnaires (1–5) distributed to 104 respondents, determined through the Slovin formula from a population of 140 employees. Data analysis was performed with SPSS version 21.0 through regression and correlation techniques. The findings reveal that organizational culture has a positive and significant effect on employee performance ($\beta = 0.311$; $p < 0.05$), transformational leadership shows a positive but statistically insignificant effect ($\beta = 0.406$; $p > 0.05$), and work motivation exerts the strongest positive and significant effect ($\beta = 0.584$; $p < 0.05$). Furthermore, organizational culture and transformational leadership significantly enhance work motivation ($\beta = 0.317$; $p < 0.05$; $\beta = 0.299$; $p < 0.05$), while their indirect effects on performance through motivation are positive but insignificant. These results underscore that organizational culture and work motivation are the most critical determinants of employee performance, whereas transformational leadership requires stronger alignment with motivational and cultural reinforcement to maximize impact. The study contributes to organizational behavior literature by providing empirical evidence from Indonesia and offers practical insights for managers seeking sustainable strategies to improve workforce performance.

Article Information:

Received November 3, 2025

Revised December 21, 2025

Accepted January 5, 2026

Keywords: *Organizational culture, transformational leadership, work motivation, employee performance, strategic human resource management*

INTRODUCTION

The construction industry plays a crucial role in a country's economic growth and must continuously improve its performance to remain competitive amid globalization and increasing competition. Organizational performance improvement does not only rely on technical and operational aspects but also on management and human resources. Factors such as organizational culture, transformational leadership, and work motivation are key. A strong organizational culture can create a positive work environment, enhance employee loyalty, and encourage employees to perform at their best. Meanwhile,

How to cite:

Sudirman, S., Yusnita, N., Sunaryo, W. (2026). Organizational Culture, Transformational Leadership, and Work Motivation Driving Employee Performance. *International Journal of Multidisciplinary of Higher Education (IJMURHICA)*, 9(1), 1-15.

E-ISSN:

2622-741x

Published by:

Islamic Studies and Development Center Universitas Negeri Padang

transformational leadership focuses on how leaders can inspire and motivate employees through a clear vision and effective communication (Gea & Zebua, 2026; Ginting & Mirza, 2023; Oupen & Yudana, 2020; Siswatiningsih et al., 2019).

In facing competition for infrastructure development projects, construction companies must effectively and efficiently manage all organizational resources to maintain strong competitiveness. Proper human resource management is essential to achieving organizational goals, as people are the driving force behind the success of company operations.

Human resources are a vital element that drives all other organizational resources toward achieving the company's vision and mission. Therefore, HR management must ensure the presence of high-quality, well-trained, and reliable employees. Organizational performance greatly depends on the people who carry out the work, and the reciprocal relationships among job satisfaction, organizational culture, and leadership are key factors that encourage employees to perform better (Dessler, 2025; Fahmi, 2018; Fauzan et al., 2023).

Human resources are one of the many aspects that contribute to the success of an organization. If the human resources are strong, the organization will be able to sustain itself in the future. Human resources are considered good when employees perform well in their work, as poor human resources lead to poor performance. To produce competent employees, organizations expect high employee performance. The greater the number of employees with superior performance, the higher the overall efficiency of the organization, enabling it to remain competitive in the global market (Dan & Muslim, 2024; Mangkunegara & Anwar Prabu, 2009; Nguyen et al., 2020; Noor, 2021; Pinder, 2014; Rivai, 2020).

Performance is the result of an employee's work over a specific period of time compared with various standards such as goals, objectives, or criteria that have been predetermined and mutually agreed upon. Performance refers to the work outcomes achieved by an individual or group within an organization according to their respective authority and responsibilities to accomplish organizational goals legally, without violating laws, and in accordance with norms and ethics (Hariyadi, 2020; Muis, 2019; Pareek, 2012; Rivai, 2020).

PT Murgung Nusa Parama is a national private company that has been operating since November 2013 and is engaged in general construction services, trade, maintenance, and repair. As a company oriented toward professionalism, PT Murgung Nusa Parama aims to become a reliable construction service company with strong qualifications and competencies while continuously developing its capabilities in the construction sector to meet public needs. In its operations, the company is committed to creating quality job opportunities and prioritizing customer satisfaction as part of its efforts to build trust and become a strategic partner in the construction industry. PT Murgung Nusa Parama also emphasizes the importance of building integrated businesses and productive assets to provide broad benefits and services for the community, the nation, and the state.

The performance of a company in the construction industry is not only determined by the quality of the services provided but also by the effectiveness of its management system, including project planning, resource management, and the implementation of appropriate technology. With well-formulated strategies and a commitment to innovation, PT Murgung Nusa Parama continuously strives to enhance its competitiveness and ensure business

sustainability amid the challenges of a dynamic industry. Employee performance is a crucial aspect in determining a company's success, as it directly contributes to achieving organizational objectives. Optimal performance can improve productivity, efficiency, and competitiveness, allowing the company to remain resilient and grow in a dynamic business environment. Employee performance can be influenced by several factors, such as organizational culture, transformational leadership, and work motivation. These relationships are illustrated in the following table.

Table 1. Employee Performance Evaluation Data

No	Month	Year					
		2021		2022		2023	
		Value	Criteria	Value	Criteria	Value	Criteria
1	January	85	Excellent	76	Good	70	Good
2	February	82	Good	73	Good	68	Fair
3	March	87	Excellent	75	Good	66	Fair
4	April	80	Good	70	Good	64	Fair
5	May	90	Excellent	72	Good	62	Fair
6	June	86	Excellent	74	Good	60	Fair
7	July	78	Good	69	Fair	58	Fair
8	August	85	Excellent	70	Good	56	Fair
9	September	84	Good	68	Fair	54	Poor
10	October	88	Excellent	72	Good	52	Poor
11	November	79	Good	70	Good	50	Poor
12	December	90	Excellent	74	Good	48	Poor
Average		84	Good	72	Good	59	Fair

Remarks:

85–100 : Excellent

70–84 : Good

55–69 : Fair

<55 : Poor

Table 2. Average Employee Performance Evaluation Data

No	Year	Target (%)	Average Achievement (%)	Gap (%)
1	2021	100%	84%	16%
2	2022	100%	72%	28%
3	2023	100%	59%	41%
Average		100%	72%	28%

Based on table 2 above, several employee performance issues were identified for the years 2021, 2022, and 2023 as follows:

1. There was a performance gap in 2021 between the target (100%) and the average achievement (84%), resulting in a 16% gap.
2. There was a performance gap in 2022 between the target (100%) and the average achievement (72%), resulting in a 28% gap.
3. There was a performance gap in 2023 between the target (100%) and the average achievement (59%), resulting in a 41% gap.
4. The average performance gap across 2021, 2022, and 2023 was 28%, with an average achievement of 72% compared to the 100% target.
5. There was a consistent decline in average performance from 2021 (84%) to 2022 (72%) and further to 2023 (59%), indicating a drop of 12% from 2021 to 2022 and 13% from 2022 to 2023.

In addition, the researcher conducted a preliminary survey aimed at

evaluating the performance of 30 employees at PT Murgung Nusa Parama. The evaluation was carried out by each employee's direct supervisor to obtain an initial overview of performance levels. The survey was based on five key performance indicators: (1) work quality, (2) work quantity, (3) punctuality, (4) effectiveness, and (5) efficiency. The assessment consisted of 10 statements designed to reflect these indicators. The preliminary survey results indicated several performance issues that require further attention, as summarized below:

1. 32% of employees faced issues related to work quality, reflected in the lack of prioritization for producing high-quality work, insufficient attention to detail, and failure to maintain consistent quality standards.
2. 37% of employees had problems with work quantity, indicated by their inability to complete work programs according to targets, lack of effort to improve work speed, and unwillingness to work beyond regular hours to meet company goals.
3. 35% of employees struggled with punctuality, as shown by inconsistency in starting work on time, limited effort to finish tasks before deadlines, and failure to deliver quality work within the allocated time frame.
4. 42% of employees experienced issues with effectiveness, marked by missed deadlines, failure to achieve maximum results, and lack of habit in preparing work plans before execution.
5. 33% of employees had issues with efficiency, evident in their inability to utilize available resources effectively, including technology and tools, suboptimal use of materials and equipment, and failure to complete work in proportion to assigned workloads.

The preliminary survey results indicate that employee performance at PT Murgung Nusa Parama Bogor still faces various challenges, particularly in the areas of quality, quantity, punctuality, effectiveness, and efficiency. These issues can negatively impact the organization's overall productivity and competitiveness within the construction industry. The success of a company is strongly influenced by the quality of its inputs, the smoothness of its processes, and the effectiveness of its outputs and outcomes. Each of these stages must be optimized to produce results that align with the company's goals and expectations.

Based on the issues identified in the preliminary survey, this study will focus on analyzing the influence of transformational leadership on work motivation and employee performance, as well as the role of organizational culture in enhancing motivation and performance. Furthermore, the study will examine the relationship between work motivation and employee performance and test whether work motivation acts as a mediating variable in the relationship between transformational leadership and organizational culture toward employee performance. Therefore, this research aims to provide deeper insights into effective strategies for improving employee performance at PT Murgung Nusa Parama Bogor through the strengthening of organizational culture, transformational leadership, and work motivation.

METHODS

This research was conducted at PT Murgung Nusa Parama Bogor, located at Jl. Kresna I Block B-2 No. 17, Bantarjati, Warung Jambu, Bogor City, West Java, over a period of seven months, from September 2024 to March 2025. The study employed a quantitative research method, as described by [Adiyatma et al., \(2023\)](#), which involves a systematic investigation of phenomena using measurable data analyzed through statistical, mathematical,

or computational techniques to examine relationships between variables objectively. The research population consisted of 140 project division employees, including 50 employees from the Project Division and 90 from the Engineering Division, while the sample was determined using the Slovin formula with a 5% margin of error, resulting in 104 respondents. Data collection was carried out using questionnaires measured on a Likert scale ranging from 1 to 5, with positive and negative items assessed according to (Akem et al., 2025; Engkizar et al., 2023, 2025; Ikhlas et al., 2025; Muthatahirin et al., 2025; Putri et al., 2025; Sugiyono, 2014). The collected data were analyzed using SPSS for Windows version 21.0, employing descriptive statistics to describe data characteristics and inferential statistics through simple and multiple regression and correlation analyses to test the research hypotheses (Lutfi & Siswanto, 2018; Paais & Pattiruhu, 2020; Pratama, 2020; Samsir & Muis, 2023; Setiawan et al., 2024).

RESULT AND DISCUSSION

Path Analysis Test Results

Substructure 1 Path Test Results

This section discusses the analysis of the influence of organizational culture and transformational leadership variables on employee performance, expressed in the form of substructure equation 1:

$$Y = \beta_4X_1 + \beta_5X_2 + \epsilon Y_1.$$

The test results produced the following path coefficients for substructure 1:

Table 3. Path Coefficient Values of Substructure 1

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	142.707	18.771		7.603	.000
X1	.317	.087	.317	2.191	.049
X2	.299	.087	.299	1.882	.026

a. Dependent Variable: Y

Based on the substructure 1 analysis results as shown in the table above, the following values were obtained:

- $\beta_{Yx1} = 0,317$ ($t = 2,191 > t\text{-table} = 1,659$; $\text{sig.} = 0,049 < 0,05$)
- $\beta_{Yx2} = 0,299$ ($t = 1,882 > t\text{-table} = 1,659$; $\text{sig.} = 0,026 < 0,05$)

These results indicate that both independent variables have a significant influence on employee performance since the significance values are < 0.05 . Therefore, the substructure 1 model of influence can be accepted. Hence, the structural equation for substructure 1 is as follows:

$$Y = 0,317 X_1 + 0,299 X_2$$

- The path coefficient of organizational culture toward employee performance is $\beta_{Yx1} = 0.317$ with a significance value of $0.049 < 0.05$, meaning there is a direct positive and significant influence of organizational culture on employee performance.
- The path coefficient of transformational leadership toward employee performance is $\beta_{Yx2} = 0.299$ with a significance value of $0.026 < 0.05$, meaning there is a direct positive and significant influence of transformational leadership on employee performance.

3. To calculate other factors outside X1 and X2 that influence employee performance, the formula used is:

$$\epsilon_1 = \sqrt{1 - R^2}$$

However, since the R^2 value is not provided, we can estimate the total direct influence as follows:

$$\epsilon_1 = 1 - (\beta_{Yx1} + \beta_{Yx2}) = 1 - (0.317 + 0.299) = 0.384, \text{ meaning there are other factors influencing employee performance by } 38.4\%.$$

4. Based on the coefficients $\beta_{Yx1} = 0.317$, $\beta_{Yx2} = 0.299$, and $\epsilon_1 = 0.384$, the substructure 1 relationship can be illustrated in a path diagram where both independent variables contribute positively to employee performance, with the greater influence coming from transformational leadership.

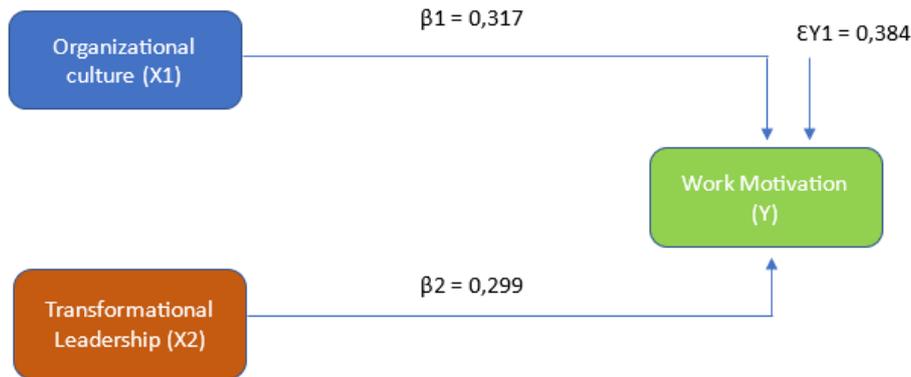


Fig 1. Path diagram of substructure 1

Substructure 2 path test results

This section discusses the analysis of the influence of organizational culture, transformational leadership, and work motivation together on employee performance, formulated in the substructure 2 equation as follows:

$$Z = \beta_{Z1X1} + \beta_{Z2X2} + \beta_{Z3Y} + \epsilon_{Z1}.$$

The test results produced the following path coefficients for substructure 2:

Table 4. Path coefficient values of substructure 2

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	148.849	20.420		7.290	.000
	X1	.311	.111	.311	2.800	.002
	X2	.406	.112	.406	1.193	.004
	Y	.584	.127	.084	2.662	.004

a. Dependent Variable: Z

Based on the substructure 2 analysis results as shown in the table above, the following values were obtained:

- a. $\beta_{Zx1} = 0,311$ ($t = 2,800 > t\text{-table} = 1,659$; $\text{sig.} = 0,002 < 0,05$)
- b. $\beta_{Zx2} = 0,406$ ($t = 1,193 < t\text{-table} = 1,659$; $\text{sig.} = 0,004 < 0,05$)
- c. $\beta_{Zy} = 0,084$ ($t = 2,662 > t\text{-table} = 1,659$; $\text{sig.} = 0,004 < 0,05$)

The analysis results show that two path coefficients namely, between organizational culture and work motivation toward employee performance are significant because the significance values are < 0.05 and t-count values $> t\text{-table}$. Meanwhile, transformational leadership, although having a significance value < 0.05 , has a t-count $< t\text{-table}$, indicating it is not statistically strong enough

to be declared significant.

Thus, the substructure 2 influence model can be considered largely significant, and the structural equation is:

$$Y = 0,311 X1 + 0,406 X2 + 0,084 Z$$

1. The path coefficient of organizational culture toward employee performance is $\beta_{Zx1} = 0.311$ (sig. $0.002 < 0.05$), meaning there is a direct positive and significant influence of organizational culture on employee performance.
2. The path coefficient of transformational leadership toward employee performance is $\beta_{Zx2} = 0.406$ (sig. $0.004 < 0.05$, but $t = 1.193 < 1.659$), meaning there is a positive direct influence, but it is not statistically significant.
3. The path coefficient of work motivation toward employee performance is $\beta_{Zy} = 0.084$ (sig. $0.004 < 0.05$), meaning there is a direct positive and significant influence of work motivation on employee performance.
4. To calculate the influence of other factors outside the model on employee performance, the formula used is:

$$\epsilon^2 = 1 - (\beta_{Yx1} + \beta_{Yx2} + \beta_{Yz}) = 1 - (0.311 + 0.406 + 0.084) = 1 - 0.801 = 0.199$$

This means that there is an influence of other factors by 19.9% on employee performance that is not explained in this model.

5. Based on the coefficients $\beta_{Yx1} = 0.311$; $\beta_{Yx2} = 0.406$; and $\beta_{Yz} = 0.084$, the substructure 2 path diagram shows that the three variables contribute positively to employee performance, although with different levels of significance.

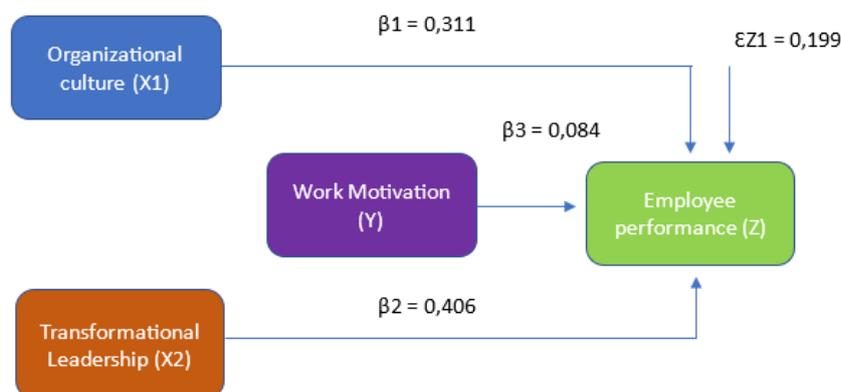


Fig 2. Path Diagram of Substructure 2

Sobel Test Results

The mediation test was carried out using the Sobel method introduced by Sobel. This test aims to evaluate the extent of the indirect influence of the independent variable (X) on the dependent variable (Z) through the mediating variable (Y). The standard error of the indirect influence can be calculated using the Sobel test formula as follows:

$$\sqrt{b^2 Sa^2 + a^2 Sb^2 + Sa^2 Sb^2}$$

a. Indirect Influence of Organizational Culture (X1) on Employee Performance (Z) through Work Motivation (Y)

To determine whether there is a mediating influence of work motivation (Y) in the relationship between organizational culture (X1) and employee

performance (Z), the Sobel test was used. The assessment criterion in the Sobel test is by comparing the value of Zcount with Ztable. If Zcount > Ztable, it can be concluded that there is a significant mediating effect.

Hypotheses tested:

1. H₀: There is no significant positive indirect influence of organizational culture (X1) on employee performance (Z) through work motivation (Y).
2. H₁: There is a significant positive indirect influence of organizational culture (X1) on employee performance (Z) through work motivation (Y).

Table 5. Regression Coefficient Output of Independent Variable (X1) toward Mediating Variable (Y)

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	142.707	18.771		7.603	.000
	X1	.317	.087	.317	2.191	.049
	X2	.299	.087	.299	1.882	.026

a. Dependent Variable: Y

Table 6. Regression Coefficient Output of Dependent Variable (Z) toward Mediating Variable (Y)

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	148.849	20.420		7.290	.000
	X1	.311	.111	.311	2.800	.002
	X2	.406	.112	.406	1.193	.004
	Y	.584	.127	.084	2.662	.004

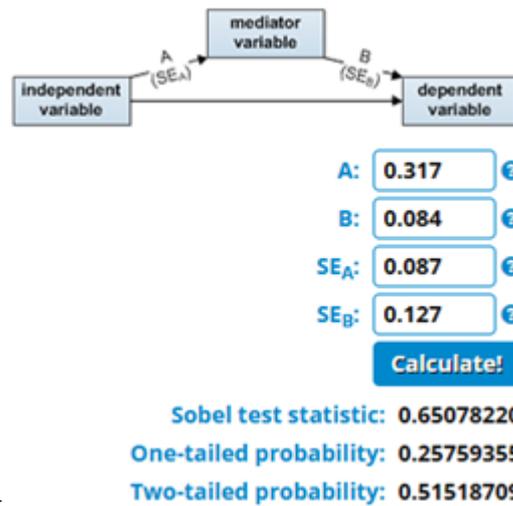
a. Dependent Variable: Z

Based on the regression coefficient calculations from the tables above, the values obtained are $a = 0.317$ and $b = 0.584$, with the standard errors for each path being $SEa = 0.087$ and $SEb = 0.127$. The visualization of the indirect influence between the variables can be illustrated as follows:



Fig 3. Diagram of Indirect Influence of Organizational Culture (X1) on Employee Performance (Z) through Work Motivation (Y)

The magnitude of the mediation effect can be calculated using the Sobel test with the help of the Sobel Test Calculator based on the regression coefficient values obtained earlier. The calculation results are displayed in the following figure as the basis for analyzing the significance of the mediation effect:



Based on the results of the Sobel test of organizational culture on employee performance through work motivation is obtained as follows:

$$\beta_{X1Z.Y} = (\beta_{X1Y}) \times (\beta_{YZ}) = (0.317)(0.084) = 0.0266$$

The test results show that the indirect influence between organizational culture and employee performance through work motivation has a One-Tailed Probability value of 0.2576, which is greater than the commonly used significance level of 0.05. Therefore, it can be concluded that the indirect influence between organizational culture and employee performance through work motivation is not significant. This shows that although there is a relationship among the three variables, the influence of organizational culture on employee performance through work motivation is not strong or consistent enough to produce a significant impact on employee performance.

b. Indirect Influence of Transformational Leadership (X2) on Employee Performance (Z) through Work Motivation (Y)

To determine whether there is a mediating influence of work motivation (Y) in the relationship between transformational leadership (X2) and employee performance (Z), the Sobel test was used. The assessment criterion in the Sobel test is by comparing Zcount with Ztable. If Zcount > Ztable, then there is a significant mediating effect.

Hypotheses tested:

1. H₀: There is no significant positive indirect influence of transformational leadership (X2) on employee performance (Z) through work motivation (Y).
2. H₁: There is a significant positive indirect influence of transformational leadership (X2) on employee performance (Z) through work motivation (Y).

Table 7. Regression Coefficient Output of Independent Variable (X2) toward Mediating Variable (Y)

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	
1	(Constant)	142.707	18.771		7.603	.000
	X1	.317	.087	.317	2.191	.049
	X2	.299	.087	.299	1.882	.026

a. Dependent Variable: Y

Table 8. Regression Coefficient Output of Dependent Variable (Z) toward Mediating Variable (Y)

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	148.849	20.420		7.290	.000
	X1	.311	.111	.311	2.800	.002
	X2	.406	.112	.406	1.193	.004
	Y	.584	.127	.084	2.662	.004

a. Dependent Variable: Z

Based on the regression coefficient calculations from the tables above, the values obtained are $a = 0.299$ and $b = 0.584$, with the standard errors for each path being $SEa = 0.087$ and $SEb = 0.127$. The visualization of the indirect influence between variables can be illustrated as follows:

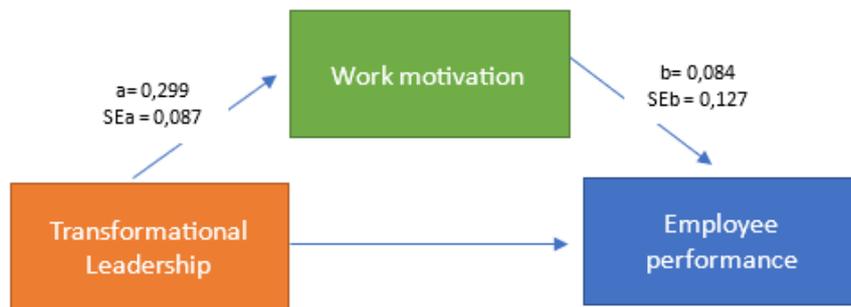


Fig 5. Diagram of Indirect Influence of Transformational Leadership (X2) on Employee Performance (Z) through Work Motivation (Y)

The magnitude of the mediation effect can be calculated using the Sobel test with the help of the Sobel Test Calculator based on the regression coefficient values obtained earlier. The calculation results are displayed in the following figure as the basis for analyzing the significance of the mediation effect:

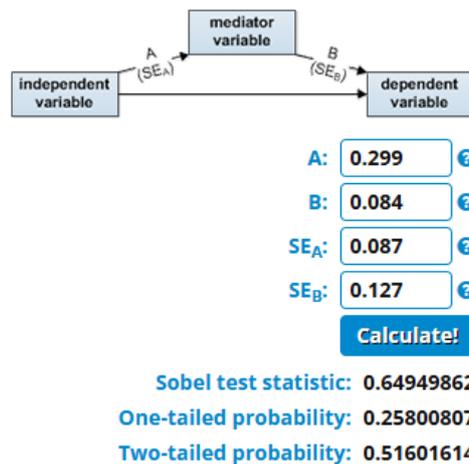


Fig 6. Sobel Test Result

Based on the calculation results, the indirect influence of transformational leadership on employee performance through work motivation is obtained as follows:

$$\beta_{X2Z.Y} = (\beta_{X2Y}) \times (\beta_{YZ}) = (0.299)(0.084) = 0.0251$$

The test results show that the indirect influence between transformational leadership and employee performance through work motivation has a One-Tailed Probability value of 0.2580, which is greater than the significance level of 0.05. Therefore, it can be concluded that the indirect influence between transformational leadership and employee performance through work motivation is not significant. In other words, although transformational leadership and work motivation can affect employee performance, their influence is not strong enough to show a significant impact on employee performance in this context.

Table 9. Summary of Direct and Indirect Effects

Path	Path Coefficient	t-count	t-table	Sig.
X1 → Z	0,311	2.800	1,650. 0,002	There is a positive and significant direct effect of Organizational Culture (X1) on Employee Performance (Z).
X2 → Z	0,406	1.193	1,659 0.004	There is a positive but not significant direct effect of Transformational Leadership (X2) on Employee Performance (Z).
Y → Z	0,084	2.662	1,659 0.004	There is a positive and significant direct effect of Work Motivation (Y) on Employee Performance (Z).
X1 → Y	0,317	2.191	1,659 0.049	There is a positive and significant direct effect of Organizational Culture (X1) on Work Motivation (Y).
X2 → Y	0,299	1.882	1,659 0,026	There is a positive and significant direct effect of Transformational Leadership (X2) on Work Motivation (Y).
X1 → Y → Z	(0,317)x (0,084)= 0,027	0,6507	0,2576 Sig. 0,2575 > 0.05	There is no significant indirect effect of Organizational Culture (X1) on Employee Performance (Z) through Work Motivation (Y) as an intervening variable.
X2 → Y → Z	(0,299)x(0, 084)= 0,0251	0,6494	0,2580 Sig. 0,2580 > 0.05	There is no significant indirect effect of Transformational Leadership (X2) on Employee Performance (Z) through Work Motivation (Y) as an intervening variable.

Hypothesis Testing Results

1. Direct Effect of Organizational Culture (X1) on Employee Performance (Z)
Based on the analysis results, the path coefficient value (β_{y1}) is 0.311. The significance test shows a t-count of 2.800, while the t-table value at a 5% significance level is 1.659. Since t-count > t-table and the Sig. value (0.002) < 0.05, this indicates that the direct effect of organizational culture on employee performance is positive and significant. The complete results of this test are presented in the following table.
2. Direct Effect of Transformational Leadership (X2) on Employee Performance (Z)
The calculation results show a path coefficient (β_2) of 0.406 with a t-count of 1.193, while the t-table at a 0.05 significance level is 1.659. Since t-count < t-table and the Sig. value (0.004) < 0.05, H_0 is rejected and H_2 is accepted, which means transformational leadership (X2) does not directly improve employee performance (Z).
3. Direct Effect of Work Motivation (Y) on Employee Performance (Z)
The calculation results show a path coefficient (β_3) of 0.084 with a t-count of 2.662, while the t-table at a 0.05 significance level is 1.659. Since t-count > t-table and the Sig. value (0.004) < 0.05, H_0 is rejected and H_3 is accepted. This indicates that the higher the work motivation (Y), the better the employee

performance (Z).

4. Direct Effect of Organizational Culture (X1) on Work Motivation (Y)
The calculation results show a path coefficient (β_4) of 0.317 with a t-count of 2.191, while the t-table at a 0.05 significance level is 1.659. Since t-count > t-table and the Sig. value (0.049) < 0.05, H_0 is rejected and H_4 is accepted. Thus, organizational culture (X1) has a positive and significant effect on work motivation (Y).
5. Direct Effect of Transformational Leadership (X2) on Work Motivation (Y)
Based on the analysis results, the path coefficient (β_5) is 0.299 with a t-count of 1.882, while the t-table at a 0.05 significance level is 1.659. Since t-count > t-table and the Sig. value (0.026) < 0.05, H_0 is rejected and H_5 is accepted. This confirms that transformational leadership (X2) plays a role in improving employee performance (Z) through work motivation.
6. Indirect Effect of Organizational Culture (X1) on Employee Performance (Z) through Work Motivation (Y)
Based on the analysis, the path coefficient (β_6) is calculated as $(0.317)(0.084) = 0.027$, with a t-count of 0.6507, while the t-table value at the significance level is 0.2575. Since the significance level (0.2575) > 0.05 and t-count < t-table, H_0 is accepted and H_6 is rejected. Therefore, it can be concluded that there is no significant indirect effect of organizational culture (X1) on employee performance (Z) through work motivation (Y) as a mediating variable. This indicates that work motivation (Y) does not effectively function as an intervening variable in the relationship between organizational culture (X1) and employee performance (Z).
7. Indirect Effect of Transformational Leadership (X2) on Employee Performance (Z) through Work Motivation (Y)
Based on the analysis, the path coefficient (β_7) is calculated as $(0.299)(0.084) = 0.251$, with a t-count of 0.6474, and a t-table value of 0.2580. Since the significance level (0.2580) > 0.05 and t-count < t-table, H_0 is accepted and H_7 is rejected. Thus, it can be concluded that there is no significant indirect effect of transformational leadership (X2) on employee performance (Z) through work motivation (Y) as a mediating variable. This shows that work motivation (Y) does not effectively act as a mediator in the relationship between transformational leadership (X2) and employee performance (Z).

CONCLUSION

This study successfully developed strategies and approaches to enhance employee performance at PT. Murgung Nusa Parama Bogor, based on the following research findings: There is a significant positive direct effect ($\beta = 0.311$, $p < 0.05$) of Organizational Culture on Employee Performance, indicating that strengthening organizational culture can improve employee performance. There is a positive but not significant direct effect ($\beta = 0.406$, $p < 0.05$) of Transformational Leadership on Employee Performance, meaning that strengthening transformational leadership has not yet been able to significantly improve employee performance. There is a significant positive direct effect ($\beta = 0.584$, $p < 0.05$) of Work Motivation on Employee Performance, implying that enhancing work motivation can increase employee performance. There is a significant positive direct effect ($\beta = 0.317$, $p < 0.05$) of Organizational Culture on Work Motivation, suggesting that strengthening organizational culture can boost work motivation.

There is a significant positive direct effect ($\beta = 0.299$, $p < 0.05$) of Transformational Leadership on Work Motivation, meaning that improving transformational leadership can enhance work motivation. There is a positive

but not significant indirect effect ($\beta = 0.0266$, $p < 0.05$) of Organizational Culture on Employee Performance through Work Motivation, indicating that strengthening organizational culture through work motivation has not yet significantly improved employee performance. There is a positive but not significant indirect effect ($\beta = 0.0251$, $p < 0.05$) of Transformational Leadership on Employee Performance through Work Motivation, showing that enhancing transformational leadership through work motivation has not yet significantly improved employee performance.

REFERENCES

- Adiyatma, F. M., Nurhasanah, N., & Saputra, H. H. (2023). Implementasi Penguatan Pendidikan Karakter dalam Pembelajaran di Kelas V SD Negeri 23 Ampenan. *Jurnal Ilmiah Profesi Pendidikan*, 8(4), 2229–2234. <https://doi.org/10.29303/jipp.v8i4.1725>
- Akem, U., Hamdan, N. M., Iskandar, M., Efendi, Y., & Halimahturrafiah, E. (2025). Digital Technology in Quranic Learning: Opportunities and Challenges. *Journal of Quranic Teaching and Learning*, 1(2), 49–64. <https://joqer.intischolar.id/index.php/joqer/index>
- Dan, I. R., & Muslim, B. (2024). *Manajemen Sumber Daya Manusia Tori Dan Praktik*. Pt. Rajagrafindo Persada.
- Dessler, G. (2025). Fundamentals of Human Resource Management. In *Fundamentals of Human Resource Management*. Pearson International. <https://doi.org/10.59646/hrm/406>
- Engkizar, E., Jaafar, A., Masuwd, M. A., Rahman, I., Datres, D., Taufan, M., Akmal, F., Dasrizal, D., Oktavia, G., Yusrial, Y., & Febriani, A. (2025). Challenges and Steps in Living Quran and Hadith Research: An Introduction. *International Journal of Multidisciplinary Research of Higher Education (IJMURHICA)*, 8(3), 426–435. <https://doi.org/10.24036/ijmurhica.v8i3.396>
- Engkizar, E., Jaafar, A., Taufan, M., Rahman, I., Oktavia, G., & Guspita, R. (2023). Quran Teacher: Future Profession or Devotion to the Ummah? *International Journal of Multidisciplinary of Higher Education (IJMURHICA)*, 6(4), 633–644. <https://doi.org/10.24036/ijmurhica.v6i4.321>
- Fahmi, I. (2018). *Manajemen Kinerja, Teori Dan Aplikasinya*. Alfabeta.
- Fauzan, A., Tupti, Z., Pasaribu, F., & Tanjung, H. (2023). Pengaruh Kepemimpinan Transformasional dan Budaya Organisasi Terhadap Kinerja Pegawai dimediasi oleh Komitmen Organisasi. *Jesya*, 6(1), 517–534. <https://doi.org/10.36778/jesya.v6i1.978>
- Gea, R. R. Z., & Zebua, D. (2026). Kepemimpinan Transformasional, Budaya Organisasi, Dan Motivasi Kerja Dalam Meningkatkan Kinerja Pegawai Pada Instansi Pemerintah. *Jurnal Ilmu Ekonomi Dan Bisnis*, 3(1), 209–214. <https://doi.org/10.70134/jukoni.v3i1.1221>
- Ginting, A., & Mirza, D. F. (2023). Pengaruh Kepemimpinan, Motivasi, dan Disiplin Kerja terhadap Kinerja Karyawan. *Mandiri: Jurnal Akuntansi Dan Keuangan*, 2(3), 108–117. <https://doi.org/10.59086/jak.v2i3.309>
- Hariyadi, A. (2020). Kepemimpinan Karismatik Kiai Dalam Membangun Budaya Organisasi Pesantren. *Equity In Education Journal*, 2(2), 96–104. <https://doi.org/10.37304/eej.v2i2.1694>
- Ikhlas, R. Z., Ulwi, K., & Patri, P. (2025). Arabic Language Program Management for Muhadatsah Class. *Journal of Arabic Literature, Teaching and Learning*, 1(2), 27–37. <https://jaliter.intischolar.id/index.php/jaliter/article/view/3>
- Lutfi, M., & Siswanto, S. (2018). A Transformational Leadership, It's

- Implication on Employee Performance through Organizational Culture and Motivation. *Ekspektra: Jurnal Bisnis Dan Manajemen*, 2(2), 192–200. <https://doi.org/10.25139/ekt.v2i2.1226>
- Mangkunegara, & Anwar Prabu. (2009). *Manajemen Sumber Daya Manusia Perusahaan*. Pt. Remaja Rosdakarya.
- Muis, A. (2019). *Konsep dan Strategi Pembelajaran di Era*. Laksana.
- Muthatahirin, M., Hanjit, C., Aminudin, W. S. A. B. W., & Nasir, A. A. B. A. (2025). Exploring Activities of International Dormitory Students to Advance Social Intelligence. *Journal of International Affairs and Students Mobility*, 1(1), 17–28. <https://jiasmy.intischolar.id/index.php/jiasmy>
- Nguyen, P., Yandi, A., Journal, M. M.-D. I., & 2020, U. (2020). Factors that influence employee performance: motivation, leadership, environment, culture organization, work achievement, competence and compensation (A study. *Dinastipub.Org*, 1(4), 645–662. <https://dinastipub.org/DIJDBM/article/view/389>
- Noor, F. S. (2021). Pengaruh Kepemimpinan Transformasional dan Budaya Organisasi Terhadap Motivasi Serta Dampaknya Terhadap Kinerja Pegawai Pengadilan Negeri Jambi. *Eksis: Jurnal Ilmiah Ekonomi Dan Bisnis*, 12(1), 41. <https://doi.org/10.33087/eksis.v12i1.218>
- Oupen, S. M., & Yudana, I. M. (2020). Kontribusi Kepemimpinan Transformasional, Budaya Organisasi, Disiplin Kerja, Dan Motivasi Kerja, Terhadap Komitmen Organisasional Guru Sd. *Jurnal Administrasi Pendidikan Indonesia*, 11(1), 34–43. <https://doi.org/10.23887/japi.v11i1.3167>
- Paais, M., & Pattiruhu, J. R. (2020). Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance. *Journal of Asian Finance, Economics and Business*, 7(8), 577–588. <https://doi.org/10.13106/JAFEB.2020.VOL7.NO8.577>
- Pareek, U. (2012). Perilaku Organisasi: Memahami Perilaku Organisasi. In 2 (Issue 6). Salemba Empat. <https://books.google.com/books?hl=en&lr=&id=hSI-EAAAQBAJ&oi=fnd&pg=PR14&dq=kecerdasan+intelektual+kecerdasan+spritual+kecerdasan+emosional+kompetensi+kinerja&ots=Jo705GBKy5&sig=3TSm1EPg2qq9vww0YhHIM3Rex0E>
- Pinder, C. C. (2014). Work Motivation in Organizational Behavior, Second Edition. In *Work Motivation in Organizational Behavior, Second Edition*. Psychology Press. <https://doi.org/10.4324/9781315734606>
- Pratama, G. (2020). Analisis Motivasi Kerja, Kepemimpinan Transformasional Dan Budaya Organisasi Terhadap Kinerja Karyawan Dimediasi Kepuasan Kerja Pada Angkatan Kerja Generasi Z. *Jurnal Ekonomi: Journal of Economic*, 11(2), 2763–2773. <https://doi.org/10.47007/jeko.v11i2.3503>
- Putri, N., Noprianti, A., & Oktavia, G. (2025). The Qur'an as a Source of Solutions for the Global Moral Crisis. *Journal of Quranic Teaching and Learning*, 1(2), 90–105. <https://joqr.intischolar.id/index.php/joqr>
- Rivai, A. (2020). Pengaruh Kepemimpinan Transformasional Dan Budaya Organisasi Terhadap Kinerja Karyawan Di Perusahaan Manufaktur. *Journal Central Publisher*, 1(11), 1283–1291. <https://doi.org/10.60145/jcp.v1i11.241>
- Samsir, A., & Muis, A. (2023). The Effect of Transformational Leadership and Organizational Culture Through Job Satisfaction and Work Motivation on Employee Performance. *International Journal of Educational Administration, Management, and Leadership*, 45–56.

<https://doi.org/10.51629/ijeamal.v4i1.120>

Setiawan, A., Huzali, I., & Wafiroh, N. (2024). The Role of Performance Appraisal on Educator Retention and Motivation in Islamic Junior School. *International Journal of Multidisciplinary Research of Higher Education (IJMURHICA)*, 7(4), 278–285.

<https://doi.org/10.24036/ijmurhica.v7i4.249>

Siswatiningsih, I., Raharjo, K., & Prasetya, A. (2019). Pengaruh Kepemimpinan Transformasional Dan Transaksional Terhadap Budaya Organisasi, Motivasi Kerja, Komitmen Organisasional Dan Kinerja Karyawan. *Jurnal Bisnis Dan Manajemen*, 5(2). <https://doi.org/10.26905/jbm.v5i2.2388>

Sugiyono. (2014). *Metode penelitian bisnis: pendekatan kuantitatif, kualitatif, kombinasi, dan R&D*. Alfabeta.

Copyright holder:

© Sudirman, S., Yusnita, N., Sunaryo, W. (2026)

First publication right:

International Journal of Multidisciplinary of Higher Education (IJMURHICA)

This article is licensed under:

CC-BY-SA