



Factors Affecting Organizational Performance: Mediating Role Of Organization Culture

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ABSTRACT

This study aims to analyse the factors that influence organizational performance in public service institutions, emphasizing the role of organizational culture as a mediating variable. The independent variables in this study include transformational leadership, organizational innovation, and knowledge management. This study uses a quantitative approach with a non-probability sampling method. Data were collected through the distribution of questionnaires to 276 respondents and analysed using Smart PLS 3 software. The results of the study indicate that all direct relationships between variables are positive and significant. Additionally, organizational culture was found to significantly mediate the influence of transformational leadership, organizational innovation, and knowledge management on organizational performance. These findings underscore the importance of strengthening organizational culture in enhancing the effectiveness and performance of public service institutions in the region. This study provides practical contributions for policymakers and organizational leaders in developing leadership and knowledge management strategies rooted in organizational culture.

INTRODUCTION

In the era of globalization, organizations must provide satisfactory services to all stakeholders related to the organization, including government organizations (Mon et al., 2021). Organizations must have good and healthy performance to enhance progress (Rofiq et al., 2023). Naveed et al., (2022) state that decision-making, innovation, the ability to adapt to change, and the effective use of resources are all indicators that reflect how effective an organization's performance is. This indicates that placing employees in roles that align with their skills can enhance job satisfaction, which ultimately encourages them to work more efficiently and improve organizational performance overall (Efendi & Suwardi, 2020).

Organizational performance can be challenging due to various standards that are set, including sustainability, profitability, pleasing the group, and willingness to deal with environmental changes (Anwar & Abdullah, 2021). Rehman et al., (2019) state that organizational performance is a key factor for organizations in achieving their goals or objectives, whether in

developed or developing countries, across small, medium, or large organizations. It is increasingly important for organizations to be dynamic and use various tactics to retain competent and talented individuals to improve organizational performance and fill vacant positions in situations such as retirement, resignation, and others (Sholesi et al., 2022).

Widiatmika and Darma (2018) state that one of the factors affecting organizational performance is mitigating corruption within the organization by implementing a culture of honesty and high ethics. For example, in Japanese organizational culture, bureaucracy and structured morality are implemented (Chau & Nacharoenkul, 2023; Rayhan, 2023; Watanabe & Kanazawa, 2021). Additionally, transformational leadership is a form of leadership that can motivate members to achieve higher performance levels (Herminingsih, 2020). According to Torlak & Kuzey, (2019), transformational leadership provides organizational development as well as enhances employee engagement, commitment, and performance. Finally, Firman and Inrawati, (2023) revealed that organizational performance is supported by knowledge management in government organizations.

The government still faces challenges in adapting to regulatory and technological changes. This can hinder the effectiveness of employees' work and the achievement of organizational goals (Johannes, 2024). Rigid bureaucratic structures often result in slow decision-making, thereby reducing the effectiveness of public services (Adawiyah et al., 2024). This issue has become a concern in efforts to improve the performance of government organizations. Previous research has focused more on government agencies at the provincial level. Harsono et al. (2025). This study specifically examines organizational performance, providing deeper insights into local challenges and conditions.

Additionally, previous research has examined organizational performance from a single perspective, such as leadership (Herminingsih, 2020) or organizational culture (Widiatmika and Darma 2018; Chau & Nacharoenkul, 2023; Rayhan, 2023; Watanabe & Kanazawa, 2021) alone, creating a significant gap that this study aims to address. Therefore, this study seeks to fill this gap by holistically analyzing how transformational leadership, organizational innovation, and knowledge management interact and are mediated by organizational culture in enhancing the performance of public service institutions at the local level. This study is expected to provide a more comprehensive understanding of the relationship between variables and the role of organizational culture as a strengthening strategy in achieving superior organizational performance.

LITERATURE REVIEW

Transformational Leadership

Transformational leadership is a leadership paradigm that is increasingly dominant in modern organizational management literature. This leadership style is characterized by the leader's ability to build an inspiring vision, providing motivation, and empowering individuals to grow and transcend personal interests for the sake of achieving the organization's collective goals (Hermanto et al., 2020). Degbey & Ding, (2025) explain that transformational leadership is a form of power-based leadership approach that integrates trust, inspiration, and the utilization of team members' potential to achieve outstanding performance. In the context of organizations facing disruption and high complexity, this approach enables leaders to build trust and enhance team engagement in a sustainable manner. In line with this, (Kausar et al., 2025) through their systematic review emphasize that transformational leadership plays a significant role in directing work culture toward a more adaptive and innovative direction, especially in the context of educational digitalization. In an organizational environment characterized by generational change and age diversity.

Organization Innovation

Organizational innovation is a multidimensional concept that encompasses processes, structures, and strategies within an organization designed to create, adopt, and implement new ideas (Romy et al., 2022). Najda-Janoszka, (2025) states that organizational innovation is no longer merely an experimental activity but a systematic strategy that integrates a knowledge-based approach (science, technology, and innovation - STI) and experience (doing, using, interacting - DUI) in a synergistic manner to enhance organizational performance and resilience. Another systematic review by (Kivijärvi and Koivisto, 2025) highlights the importance of a flexible organizational structure in supporting an innovative environment. They emphasize that organizational innovation is not only related to technology but also to how organizations manage ethical values, collaborative work culture, and the development of employees' creative capacities. This aligns with a study conducted by Dávila, (2025), which indicates that talent management and work competence management play an important role in strengthening innovative infrastructure, especially in public sector organizations. Zastempowski, (2025) expands on this understanding by pointing out the existence of innovation disparities between regions or social groups.

Knowledge Management

According to Pradana and Perkasa, (2024), knowledge management is a strategic approach to identifying, creating, storing, and disseminating knowledge within an organization to enhance collective capabilities and create competitive advantages. In its development, knowledge management is no longer limited to information technology but has become an important framework in fostering an adaptive organizational learning culture, especially in the digital and post-pandemic era. Cadotte et al., (2025) emphasize the importance of managing organizational information through an open approach, to ensure the sustainability of access to managerial and operational knowledge as part of the organization's permanent database. Meanwhile, Lam and Rashid, (2024) through a systematic review of 35 publications emphasize that modern knowledge management practices increasingly depend on the integration of digital technology, social structures, and flexible organizational governance. Another study by Huang et al., (2025) emphasizes that innovative and creative behavior in the workplace is greatly influenced by an organization's ability to encourage knowledge sharing and build social capital.

Organization Culture

The latest literature emphasizes that organizational culture is now better understood as an adaptive system capable of responding to strategic environmental changes. Lam dan Rashid, (2024) In their systematic review, they highlight that organizational culture that supports psychological safety and a sense of belonging plays a crucial role in shaping employee work behavior, especially in organizations undergoing digital transformation and facing risk pressures. In the context of higher education, Thomas and Manalil, (2025) suggest that cultural narratives through digital storytelling can create a sense of inclusion and strengthen institutional identity. Phillips et al., (2025) emphasize that institutional culture can also strengthen or hinder responses to emotional challenges such as professional grief, particularly in the healthcare sector. In observations of media organizations and culture, (Lam and Yu, 2025) describe how broadcasting institutions can function as "guardians of institutional culture" that shape social norms and values in a particular political and cultural landscape.

Organization Performance

Dávila, (2025) states that job competency management is the main foundation for improving the performance of public sector organizations. He emphasizes the importance of a holistic approach that encompasses organizational learning, appropriate role allocation, and continuous professional development. On the other hand, Saurabh & Dinesh, (2025) introduce

the network orchestration approach in innovation implementation, emphasizing that the dynamics of learning and the tension between performance values and organizational processes are an integral part of maintaining long-term performance. Hermes et al., (2025) examine performance variations in the hospital context and emphasize that organizational culture and individual factors significantly influence leadership stability, which impacts systemic performance. This study marks a shift in performance measurement from quantitative metrics toward narrative and mixed-methods approaches.

The influence Knowledge management on Organization culture

Knowledge management is an important organizational process that involves the storage and utilization of an organization's collective knowledge to achieve its strategic goals (Suyadi et al., 2024). According to researchers Lukito et al., (2014), the success of Knowledge Management is highly dependent on Organizational Culture. Knowledge management has a significant impact on an organization's ability to implement change, including the implementation of an organizational culture system, because such culture consists of a system of values embraced by employees (Lukito et al., 2014).

Islamy, (2024) suggests that an organizational culture that supports knowledge sharing can enhance the effectiveness of knowledge management in higher education institutions, indicating that a conducive culture is key to promoting knowledge-sharing practices. Additionally, the relationship between Knowledge Management and Organizational Culture significantly influences employee performance, indicating that these two factors mutually support each other in improving individual performance within the organization (Rahmawati et al., 2023).

H1: Knowledge management has a positive impact on organizational culture

The influence Knowledge management on Organization performance

In order to adapt to an ever-changing environment, an organization must develop knowledge (Kristinawati and Tjakraatmadja, 2018). According to researchers Nurdin dan Yusuf, (2020), an organization allocates as many resources as possible to manage knowledge management in order to improve their organizational performance. Knowledge Management will also enable organizations to detect and eliminate barriers to better knowledge flow, thereby driving better organizational performance in the future. (Setyawan & Nelson, 2021). Knowledge Management Practices and Organizational Performance is a good assessment and research on the influence of decision-making styles on processes and supporting factors (Abubakar et al., 2019). According to various researchers Isa and Rahmah, (2023) and Ha et al., (2016), Knowledge Management has a positive influence on organizational performance.

H2: Knowledge management has a positive impact on organizational performance.

The influence Organization culture on Organization performance

Organizational culture is an important asset of an organization, which has been studied extensively to improve and enhance organizational performance (Yesil & Kaya, 2013). According to research (Iskamto, 2023), employee performance is greatly influenced by a strong organizational culture, which in turn influences the performance of an organization. Organizational culture can foster commitment to organizational values, thereby improving organizational performance within an organization (Akpa et al., 2021). Based on research (Rasyid et al., 2023), it was found that organizational culture significantly influences organizational performance. In other words, the stronger the organizational culture, the better the performance. This also indicates that organizational culture has a significant and positive impact on organizational performance (Schuldt & Gomes, 2020).

H3: Organizational culture has a positive impact on organizational performance.

The influence Organization innovation on Organization culture

Within an organization, organizational culture can support innovation not only by creating an environment that fosters creativity, but also by building a foundation for employee involvement in the innovation process (Edward dan Frinaldi, 2024). According to Priyadi et al., (2023), an increase in innovative work behavior among employees will have a positive impact on organizational culture. According to the research by Azeem et al., (2021), there is a significant relationship between organizational innovation and organizational culture.

According to Spyre, (2024), culture within an organization has a profound impact on its capacity for innovation, influencing everything from product development to employee engagement. A culture that encourages creativity and experimentation can enhance an organization's ability to generate innovative ideas.

Nieminen (2020) explains that an innovation culture is an organizational culture that truly values and supports innovation, enabling people to bring innovation to life throughout the organization. Such a culture encourages questions, conversations, and new ideas from everyone, which are essential for business continuity.

H4: Organizational innovation has a positive impact on organizational culture

The influence Transformational leadership on Organization culture

In some situations, transformational leadership can change organizational culture (Lasrado dan Kassem, 2021). This is supported by various researchers such as Budur dan Poturak, (2021) and Ali et al., (2020), who state that strong transformational leadership is correlated with organizational culture.

This is because employee performance and satisfaction are positively correlated with organizational success and competitive advantage in the long term. Leaders also have a significant influence on the formation of an effective organizational culture in the workplace, This indicates that employees tend to emulate their leaders in the workplace (Kaur et al., 2023). According to Ghasabeh, (2021), who examined the direct impact of transformational leadership on organizational culture, the results indicate that transformational leadership effectively supports organizational culture.

H5: Transformational leadership has a positive impact on organizational culture.

The influence Transformational leadership on Organization performance

There are many studies in developed and developing countries that point to the relationship between Organizational Performance and Transformational Leadership (Hilton et al., 2023). According to researchers Fahlevi et al., (2019), the behavioral patterns of leaders that consistently demonstrate how they manage their work and organizational values are referred to as leadership style. Transformational leadership is applied so that employees can follow the direction of leaders who move in a transformational manner, accompanied by organizational development in line with the organization's goals from the outset (Asri & Elisa, 2024).

This is emphasized by Didik et al., (2022), who state that leaders influence employees to achieve organizational goals. A leader's leadership style can also be a factor influencing organizational performance (Rohani dan Muchsinati, 2022). Based on Makena, (2017), transformational leadership is a leadership style that influences organizational performance because transformational leadership tends to reflect social values -social values that emerge when difficulties or changes occur. According to researchers Ocak et al., (2018), the transformational leadership behavior of a manager influences organizational performance.

H6: Transformational leadership has a positive impact on organization performance

The influence Knowledge management on Organizational performance mediated by Organizational culture

The results of research conducted by Setyawan, (2021) show that organizational culture does not have a significant influence on organizational performance and also cannot act as a mediating variable in the relationship between knowledge management and organizational performance. In other words, organizational culture in this context does not play an important role in strengthening the influence of knowledge management on organizational performance. This finding indicates that even if an organization has implemented good knowledge management practices, without being supported by a strong and relevant organizational culture, its impact on organizational performance will not be optimal.

However, these findings are not in line with the results of research revealed by Mohammadi et al., (2023), who state that there is a significant relationship between Knowledge Management and Organizational Performance mediated by Organizational Culture. In this study, organizational culture plays a crucial role as a bridge that strengthens the influence of knowledge management on improving organizational performance. A culture that supports learning, collaboration, and innovation is considered capable of strengthening the implementation of knowledge management, thereby making its impact on organizational performance more tangible.

These differing results suggest that the role of organizational culture as a mediator may be contextual, depending on the characteristics of the organization, the work environment, and the management approach applied.

H7: Knowledge management has a positive influence on organizational performance mediated by organizational culture.

The influence Organizational innovation on Organizational performance mediated by Organizational culture

Innovation has long been recognized as one of the important aspects of organizational success (J. Nasir et al., 2022). Organizational culture is a set of practices directly implemented within an organization (Paais & Pattiruhu, 2020). Organizational culture is also an important reference point for innovation (McCausland, 2022).

A study conducted by Hilman et al., (2020) on a number of SMEs in Riyadh, Saudi Arabia, proved that Organizational Innovation has a positive influence on Organizational Performance and through Organizational Culture. Additionally, Knowledge Management has been studied to have a positive impact on Organizational Performance and is directly mediated by Organizational Culture (Zoubi et al., 2020). However, Setyawan, (2021) suggests that Knowledge Management mediated by Organizational Culture has no effect.

H8: Organizational innovation positively influences organizational performance mediated by organizational culture.

The influence transformational leadership on organizational performance mediated by organizational culture

Transformational leadership is one of the most powerful leadership styles, and it is directly related to organizational performance (Le et al., 2018). Researchers Nasir et al., (2022) suggest that transformational leadership influences organizational performance because this type of leadership does not focus solely on transactions or exchanges, but rather on changing employees' habits, principles, and work methods to achieve higher goals. On the other hand, there is evidence of a strong relationship between Organizational Culture and Organizational Performance (ALmahasneh et al., 2022).

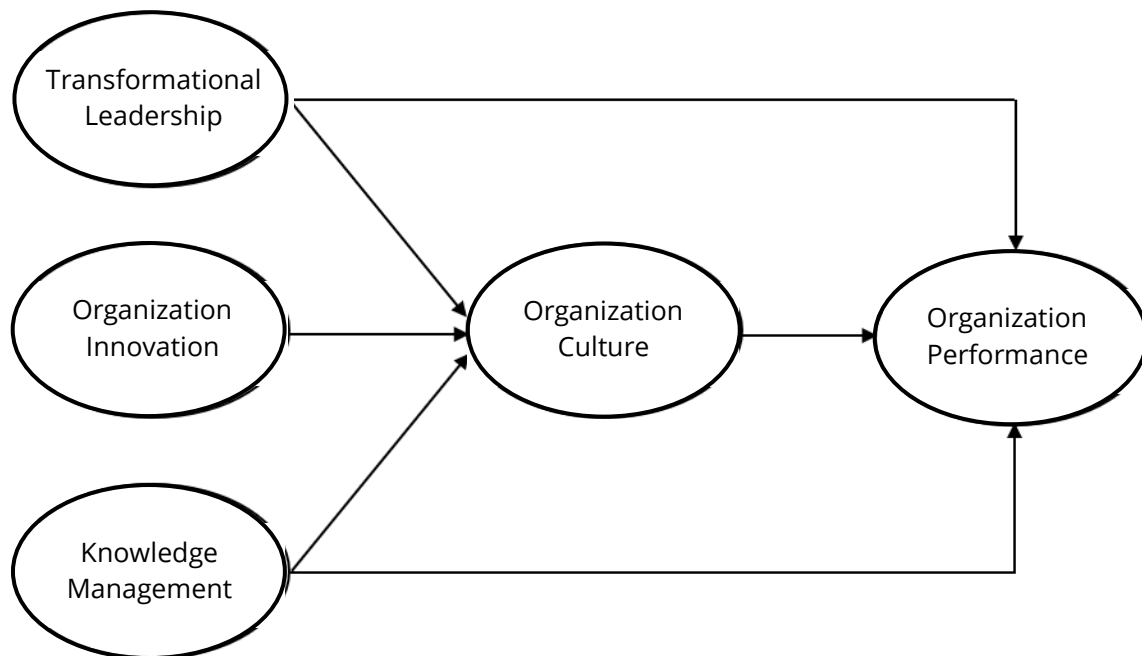
IDRIS et al., (2022) found that in organizations in Indonesia, Transformational Leadership has a positive and significant influence on Organizational Culture. Organizational culture acts as a mediator in the relationship between Transformational Leadership and Employee

Performance, indicating that transformational leadership can improve employee performance through the enhancement of organizational culture.

Chau et al., (2021) in their study on public organizations in Vietnam identified that Transformational Leadership and Results-Oriented Culture are positively related to Organizational Performance.

H9: Transformational leadership has a positive impact on organizational performance mediated by organizational culture.

Figure 1. Conceptual Framework



METHOD

Quantitative methods were chosen as the research method for this study because they explain the objective of a topic, and hypotheses will be tested by collecting data, and statistical data is provided to evaluate a pattern of thought so that it can be declared tested (Hair et al., 2020). Based on the research by Ali et al., (2022), quantitative methods are methods that convert data into numbers that are analyzed to obtain the results of the findings. In this study, non-probability sampling was used. According to (Sugiyono, 2017) Non-probability Sampling is a method of sample selection that does not provide the same probability or accuracy for each component of the population or individual to be selected as a sample.

All analysis units that have the same characteristics or are related to the research problem are referred to as the population Susanto et al., (2024). The research analysis units in this study are questionnaires, and the data will be processed using SmartPLS 3, which will function to process data, create models, and draw conclusions from the processed data (Pering, 2020). In this study, there are 22 questions using a 1:10 comparison technique, where 1 (one) question is represented by 10 (ten) respondents (Hair et al., 2017), so a minimum of 220 respondents was required, and 276 respondents were used to meet the validity and reliability criteria. The questionnaire questions are based on indicators from previous studies involving Transformational Leadership (Alrowwad et al., 2020), Organizational Innovation (Azeem et al., 2021), Knowledge Management (Al-Tit et al., 2022), Organizational Culture (Paais and Pattiruhu, 2020), and Organizational Performance (Iuliana and Maria, 2016).

RESULT AND DISCUSSION

Table 1. Descriptive Statistics

Construct	Items	Qty	Percent
Gender	Male	110	39.8
	Female	166	60.1
Age	20-30	43	15.5
	31-40	85	30.7
	41-50	112	40.5
	>50	36	13.0
Education	High School	56	20.2
	Diploma	20	7.2
	Bachelor	169	61.2
	Master	30	10.8
	Doctor	1	0.3
Position	Staff	188	68.1
	Functional	29	10.5
	Head Section	21	7.6
	Head Division	20	7.2
	Secretary	17	6.1
	General Head	1	0.3

Source: Data Processed, 2025

The respondents in this study consisted of various demographic backgrounds that reflected the diversity of positions, ages, genders, and educational levels within the organizations studied. Based on the data obtained, the majority of respondents were women, accounting for 60.1%, while the remaining 39.8% were men. This reflects that the work environment in the organization where the research was conducted is dominated by women, indicating the active role of women at various levels of positions in the organization. In terms of age groups, the majority of respondents were in the 41–50 age range, accounting for 40.5%, followed by the 31–40 age group at 30.7%, and the remainder in the 20–30 age group (15.5%) and over 50 years old (13.0%). This distribution indicates that the majority of questionnaire respondents are in the productive age group, who generally have mature and relevant work experience in the context of the research. In terms of educational level, the majority of respondents had a bachelor's degree (S1) as their highest level of education, accounting for 61.2%, while 10.8% were master's degree (S2) graduates, 7.2% were diploma (D3) graduates, 20.2% were high school/vocational school (SMA/SMK) graduates, and only 0.3% were doctoral degree (S3) graduates. This indicates that the respondents have a sufficient educational background to understand the organizational context and managerial processes that are the focus of this study. Based on their positions, the majority of respondents are in staff or executive roles, accounting for 68.1%, followed by functional roles (10.5%), section heads (7.6%), division heads (7.2%), department secretaries (6.1%), and department heads (0.3%). This distribution indicates that the majority of respondents are direct implementers within the organization, thereby having a concrete understanding of operational activities and the implementation of organizational policies.

Table 2. Outer Loading

Item	Outer Load's	CA	CR	AVE
KM1	0.809	0.854	0.902	0.697
KM2	0.875			
KM3	0.899			

KM4	0.749			
OC1	0.900			
OC2	0.842			
OC3	0.879	0.895	0.927	0.761
OC4	0.868			
OI1	0.788			
OI2	0.859			
OI3	0.863	0.866	0.909	0.714
OI4	0.867			
OP1	0.844			
OP2	0.849			
OP3	0.875	0.920	0.940	0.757
OP4	0.902			
OP5	0.880			
TL1	0.374			
TL2	0.648			
TL3	0.857			
TL4	0.854	0.796	0.868	0.625
TL5	0.787			

Source: Data Processed, 2025

The instrument used in this study involved testing convergent validity and construct reliability to ensure that each indicator was able to accurately and consistently reflect the construct. Convergent validity was tested through outer loading values and Average Variance Extracted (AVE) values, while construct reliability was evaluated using Cronbach's Alpha and Composite Reliability (CR). According to the guidelines (Hair et al., 2019), an indicator is considered valid if it has a loading value above 0.60 and AVE exceeds 0.50, while a construct is considered reliable if Cronbach's Alpha and CR values are each greater than 0.70. The results of the examination indicate that all indicators in the Transformational Leadership (TL), Organizational Innovation (OI), Organizational Culture (OC), Knowledge Management (KM), and Organizational Performance (OP) constructs have external loading values ranging from 0.721 to 0.902, which means they meet the criteria for convergent validity.

The AVE values for all constructs range from 0.625 to 0.761, indicating that more than 50% of the variance in the indicators is explained by the constructs being measured. In addition, all constructs also demonstrate very good reliability, with Cronbach's Alpha values ranging from 0.796 to 0.920 and CR values ranging from 0.868 to 0.940. Thus, the results of this instrument test indicate that the entire measurement model in this study has met the validity and reliability requirements, and is therefore suitable for use in hypothesis testing and further structural analysis.

Table 3. Direct Coefficient

Hypotheses	Sample Mean	T Statistics	P Values	Result
KM -> OC	0.437	5.840	0.000	Significant
KM -> OP	0.345	4.740	0.000	Significant
OC -> OP	0.421	6.270	0.000	Significant
OI -> OC	0.351	4.940	0.000	Significant
TL -> OC	0.124	2.330	0.075	Not Significant
TL -> OP	0.143	2.040	0.042	Significant

Source: Data Processed, 2025

Hypothesis testing was conducted to evaluate the relationship between constructs in the research model using the Structural Equation Modeling (SEM) approach based on Partial Least Squares (PLS-SEM). The results of the testing involve estimating the path coefficient values (sample means), p-values, and the statistical significance of each relationship path between variables.

Based on the analysis results, the results of hypothesis 1 testing indicate that the influence of knowledge management on organizational culture is significant ($p < 0.05$). This finding aligns with the results of Lukito et al., (2014) and Islamy, (2024) research, which states that the success of knowledge management is highly dependent on organizational culture. In other words, a conducive organizational culture facilitates knowledge-sharing practices, as previously reported by researchers, thereby reinforcing the findings of this study.

The results of Hypothesis 2 testing show that the influence of knowledge management on organizational performance is positive and significant ($p < 0.05$). These results are consistent with the studies by Isa and Rahmah, (2023) and Ha et al., (2016), which both reported a positive influence of knowledge management on organizational performance. Thus, these findings support the notion that effective knowledge management can enhance an organization's capabilities in achieving strategic goals, in line with existing theoretical foundations.

The results of hypothesis 3 confirm that organizational culture has a significant positive effect on organizational performance ($p < 0.05$). This finding is consistent with previous literature, such as Yesil & Kaya, (2013) and (Rasyid et al., 2023), which emphasizes that organizational culture is an important asset for improving organizational performance. This is also in line with Rasyid et al., (2023), who show that the stronger the organizational culture, the better the organizational performance achieved. Thus, the data from this study support previous findings on the role of organizational culture in improving performance.

The results of hypothesis 4 indicate that the influence of organizational innovation on organizational culture is positive and significant ($p < 0.05$). This condition is in line with the study by Priyadi et al., (2023), which states that an increase in innovative work behavior among employees has a positive influence on the formation of organizational culture, as well as the findings of Azeem et al., (2021), who report a significant relationship between organizational innovation and organizational culture. Thus, organizational innovation appears to strengthen work culture, as explained in the literature review. The results of hypothesis 5 testing show that the influence of transformational leadership on organizational culture is not significant ($p > 0.05$). This finding is not in line with previous literature; for example, Budur dan Poturak, (2021) and Ali et al., (2020) confirm a strong correlation between transformational leadership and organizational culture. This means that although previous studies indicate a positive influence, the data from this study does not support such a significant relationship in the context of this study. The results of hypothesis 6 indicate a significant positive influence of transformational leadership on organizational performance ($p < 0.05$). This finding aligns with Makena, (2017), who states that transformational leadership style influences organizational performance, as well as Ocak et al., (2018), who show that a manager's transformational leadership behavior affects organizational performance. Thus, this finding supports the idea that inspirational and visionary leadership can enhance organizational performance, consistent with the existing theoretical framework.

Table 4. Indirect Coefficient

Hypotheses	Sample Mean	T Statistics	P Values	Result
KM -> OC -> OP	0.184	4.200	0.000	Significant
OI -> OC -> OP	0.149	3.310	0.001	Significant
TL -> OC -> OP	0.051	2.450	0.063	Not Significant

Source: Data Processed, 2025

Hypothesis testing was not directly conducted to evaluate the mediating role of Organizational Culture (OC) in the relationship between several constructs and Organizational Performance (OP). The analysis was conducted using the bootstrapping approach in a structural model, considering the indirect effect value, p-value, and the significance of the mediating path.

The results of hypothesis 7 testing show that the influence of knowledge management on organizational performance is mediated by organizational culture and is positive and significant ($p < 0.05$). This finding is consistent with the research by Zoubi et al., (2020) and Hilman et al., (2020), which reported that knowledge management practices have a positive impact on organizational performance with organizational culture as a mediating variable. This means that effective knowledge management will improve organizational performance, especially when supported by a strong organizational culture, as found in previous studies.

The results of hypothesis 8 testing found that organizational innovation has a significant positive effect on organizational performance through the mediation of organizational culture ($p < 0.05$). This finding is consistent with the study by (Hilman et al., 2020; Rasyid et al., 2023; Priyadi et al., 2023), which demonstrated that organizational innovation has a positive impact on organizational performance and involves the mediating role of organizational culture. Thus, organizational innovation can enhance organizational performance when accompanied by an organizational culture that supports the implementation of new ideas.

The results of hypothesis 9 testing indicate that the mediating path of organizational culture in the influence of transformational leadership on organizational performance is not significant ($p > 0.05$). This result is inconsistent with (IDRIS et al., 2022; Almahasneh et al., 2022), who found that transformational leadership has a significant positive effect on organizational culture and improves employee performance through the strengthening of that culture. Thus, although previous theories emphasize the mediating role of culture, the data from this study do not confirm this role in the context under investigation.

CONCLUSION

The results of this study indicate that Transformational Leadership, Organizational Innovation, and Knowledge Management have a positive and significant impact on Organizational Performance, both directly and through the mediation of Organizational Culture. First, Transformational Leadership can enhance Organizational Performance because this leadership style encourages employees to contribute maximally through inspiration, motivation, and attention to individual development. Transformational leaders create a shared vision that fosters work ethic and loyalty, thereby directly impacting organizational effectiveness. Additionally, transformational leaders also establish values and norms within the organization that strengthen a collaborative and innovative work culture. Second, organizational innovation contributes to organizational performance because innovation enables organizations to respond to environmental changes, improve efficiency, and create better products and services. An organizational culture that is open to change and supports creativity will strengthen the innovation process and accelerate the adoption of new solutions, thereby making the organization's work more competitive. Third, knowledge management has a significant impact because knowledge is a strategic asset. When an organization is able to manage knowledge systematically (from creation, storage, to dissemination and utilization), decision-making becomes more accurate, innovation increases, and work processes become more efficient. Knowledge management supported by an organizational culture that encourages learning and collaboration will strengthen the positive impact on organizational performance. Therefore, to improve organizational performance, especially in the public service sector, inspirational leadership, a work culture that supports innovation and collaboration, as well as strategic and sustainable knowledge management are required.

LIMITATION

There are several things that need to be considered in this study. First, because the samples were not taken randomly, the findings only apply to the participants involved. Therefore, the results do not necessarily reflect the overall condition of civil servants. Second, the data used is snapshot data, so we cannot see how behavior or organizations change over time. Third, this research focuses more on internal factors, such as leadership style, innovation, organizational culture, and knowledge management. External factors such as government regulations, digital technology developments, or socio-political situations have not been considered, even though all of these can also influence organizational performance. Hopefully, these limitations can serve as important notes for further research, so that more representative sampling techniques can be used, research designs that monitor changes over the time, as well as incorporating other external factors to achieve a more comprehensive understanding.

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