



# Influence Of Leadership And Motivation On Employee Performance With Organizational Culture As A Mediating Variable Case Study Of Employees At Pt. Warga Utama Prima Mandiri

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## ABSTRACT

This study aims to analyze the influence of leadership and motivation on employee performance with organizational culture as a mediating variable. This study was conducted at PT Warga Utama Prima Mandiri located in Purwakarta City, West Java. The population in this study were all 142 employees of PT Warga Utama Prima Mandiri, with a sample of 105 people using the Slovin formula. A quantitative approach was used with data collection through distributing questionnaires, which were analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS). The results of the study showed that organizational culture had a significant effect on employee performance. The better the organizational culture created, the higher the employee performance. Leadership had a significant effect on employee performance. Organizational culture was proven to mediate the influence of leadership on employee performance. This means that leaders not only have a direct impact, but also strengthen performance. Organizational culture also mediates the relationship between work motivation and employee performance. High motivation in employees will have an optimal effect if accompanied by a supportive organizational culture.

## INTRODUCTION

The growth opportunities of a company do not always match the expected level of success. A Harvard researcher, Shikar Ghosh, states that the failure rate of start-ups can reach 95%. The failure of start-up companies can be caused by internal problems within the company, namely poor performance management systems. Performance management plays an important role in the sustainability of an organization or company. Performance management is a benchmark for the success of an organization or start-up company in Indonesia (Febrina &

Tewu, 2023).

Employee performance success can be influenced by several factors, namely leadership and motivation. Research by Muizu et al. (2019) explains that in general, it confirms the proposed hypothesis model, which reveals a significant positive influence of leadership and work motivation on employee performance. Based on the research results, the level of leadership variables, which include inspirational motivation, integrity, innovation, impression management, individual consideration, intellectual stimulation, trust, and work motivation in this case, which includes social, mental, and physical dimensions, will have a significant positive effect on employee performance. The statistical test results have proven the significant influence of leadership and work motivation variables on employee performance. These statistical test results are simultaneous, as expected, that leadership and employee work motivation will affect the level or quality of employee performance.

Employee performance begins with upper management, but results are achieved by lower-level employees (Tarigan et al, 2020). To maximize good performance, there are several factors that influence performance, including leadership within the organization, employee motivation, and the organizational culture of the company. Therefore, human resource management policies, especially those aimed at improving employee performance, must begin with an understanding of the factors that influence performance. The problem now is that there are still many employees who have not contributed more to their workplace, employees are considered less responsible for their work, and this phenomenon occurs in almost all companies, including PT. Warga Utama Prima Mandiri. A factor that cannot be ignored in improving employee performance is leadership. Leadership is the most influential factor in the performance of an organization, whether in the private or public sector. Leadership is a process in which a leader influences, guides, and directs members of a group or organization to achieve common goals. Leadership involves not only the ability to give directions, but also the ability to motivate and inspire others to work effectively and efficiently (Aboramadan et al., 2020).

In an organization, success or failure in the implementation of tasks and governance is influenced by leadership, through leadership and supported by adequate government organizational capacity, so that good governance will be realized. Conversely, weak leadership is one of the causes of the collapse of bureaucratic performance in Indonesia (Istianto, 2009). Servant leaders are leaders who focus on the development and welfare of their followers, are service-oriented, and have a long-term perspective in leading organizations (van Dierendonck et al., 2023).

Organizational culture consists of values, principles, traditions, and ways of working that are agreed upon and implemented jointly by members of the organization, influencing how they act and distinguishing the organization from others (Denison, 2015). With a strong organizational culture, it is hoped that human resources within the organization can develop well to support the success of the organization (Rohim and Budhiasa, 2019). The relationship between organizational culture and performance is fundamental to organizational development. A strong organizational culture, where shared values and beliefs are upheld by members of the organization, can significantly improve performance (Tan, 2019). The problem faced by PT. Warga Utama Prima Mandiri regarding organizational culture is the low sense of ownership and responsibility of employees towards PT. Warga Utama Prima Mandiri. This is reflected in the lack of employee participation in important company decision-making, as well as their lack of initiative in providing ideas or suggestions for improvement. When employees do not feel a sense of ownership of the company, they tend to be less motivated to contribute to the fullest, which has an impact on the overall performance of the organization. The assessment of performance aspects with low achievement percentages leads to the conclusion that there are several issues affecting employee performance. These issues can have a direct impact on the decline in overall performance. Therefore, it is important to further explore the factors that influence low employee performance. This research will be an important

contribution in helping companies understand the root causes of problems and formulate data-based improvement strategies.

## **LITERATURE REVIEW**

According to Handoko (2019), management is a process of planning, organizing, directing, and supervising the efforts of organization members and the use of other organizational resources in order to achieve predetermined organizational goals. According to Daft (2019), management is the effective and efficient achievement of organizational goals through planning, managing, and leading organizational resources.

Meanwhile, Hasibuan (2019) defines management as “the science and art of managing the process of utilizing human resources and other resources effectively and efficiently to achieve certain goals.” In addition, according to Terry in Hasibuan (2018), management is a process consisting of planning, organizing, actuating, and controlling in order to achieve goals for the utilization of human resources. According to Griffin (2019), management is a series of activities involving planning, organizing, coordinating, and controlling to achieve goals effectively and efficiently. From the above definitions of management, it can be concluded that management is a process of planning, organizing, directing, and supervising human resources and other resources to achieve common goals effectively and efficiently.

### **Human Resource Management**

Planning plays a very important role for companies or organizations. Planning is the process of determining the steps to be taken in the future. Human resource planning in an organization relates to planning for future employee or human resource needs. This planning enables organizations or companies to obtain the right human resources, of adequate quality, and at the right time (Utama, 2020). Human resource planning involves estimating future staffing needs in terms of numbers and skill levels, formulating and implementing plans to meet those needs through recruitment, training, development, or cost reduction, taking steps to increase productivity and retention rates, and introducing flexibility in hiring (Armstrong, 1996).

Human resource management is the policies and activities that people need to bring people or aspects of human resources into a management position, including recruiting, screening, training, rewarding, and evaluating (Dessler, 2008).

### **Definition of Leadership**

Leadership is an approach that prioritizes the needs of others over the personal interests of the leader, focusing on the development and well-being of team members and the creation of an environment that supports innovation and team performance (Luxi et al., 2024). Servant leadership is leadership that focuses on followers, where followers are the main concern and organizational issues are peripheral. The construct of servant leadership is virtue, defined as good moral qualities in a person or general qualities of goodness and moral excellence (Dennis and Bocarnea, 2005).

Leadership places the needs of subordinates above their own needs and focuses their efforts on helping subordinates grow to reach their maximum potential and achieve optimal organizational and career success. Servant leadership behavior contributes to the development and maintenance of strong interpersonal relationships between leaders and followers and plays a role in helping employees reach their full potential and become motivated (Liden et al, 2008).

Servant leadership begins with a natural desire to serve, which then leads to a conscious choice to aspire to become a leader (Greenleaf, 1977). According to (Dierendonck and Nuijten, 2010), servant leadership is “Primus Inter Pares” or first among equals. Servant leaders do not use their power to get things done, but use persuasion to convince their staff.

### **Definition of Motivation**

The success of an organization in improving its performance greatly depends on the motivation of its employees in carrying out their work tasks. Only with high work motivation will employees make every effort to achieve optimal performance. (Raúl et al., 2024) explains that motivation is the force and direction of behavior and the factors that influence people to behave in certain ways. According to Armstrong, the purpose of motivation is to achieve a sense of shared purpose by ensuring, as far as possible, that the needs and desires of the organization are aligned with those of its members. There are two factors in motivation: intrinsic factors that originate from within a person and extrinsic factors that originate from outside a person.

Maslow in Terry (2015) argues that motivation is a desire within an individual that stimulates them to take action. Motivation appears in two different aspects, namely from an active perspective, motivation appears as a positive effort to mobilize, deploy, and direct the power and potential of the workforce so that they can productively achieve and realize predetermined goals. Meanwhile, when viewed from a passive/static perspective, motivation appears as a need and a stimulus to mobilize, direct, and channel the potential and energy of human labor.

### **Definition of Organizational Culture**

Organizational culture is the values, principles, traditions, and ways of working that are agreed upon and implemented jointly by the members of the organization and influence the way they act and distinguish the organization from other organizations, Robbins (2018). In most organizations, shared values and practices have evolved significantly over time and truly influence "how work is done within the organization." Organizational culture consists of the values, beliefs, and basic principles that form the foundation for management systems and practices, as well as behaviors that enhance and reinforce these principles, Denison in Made Darsana (2013).

### **Definition of Employee Performance**

Performance is the result of the interaction between the performance measurement process (what is measured) and the performance management process (how measurements are used to manage organizational performance) (Garengo and Sardi, 2020). Employee performance is an important factor in the business world and one of the most relevant variables investigated in management. Performance is the key to measuring the success of an organization (André de Waal, 2018). Employee performance is considered an important factor that determines the success of an organization (Karem et al., 2019). Employee performance is also described as an employee's capacity to perform work tasks that will contribute to the growth of the organization (Santos et al., 2018). According to Koopsman (2011), performance is defined as behavior or actions related to the goals of an organization, meaning that the behavior or activities carried out must be in line with the goals of the organization. Another expert, Kanfer (2005), states that individual performance is expressed as the closeness between the organization and its members or individuals. High performance is demonstrated when employees complete tasks and produce good results so that they can complete their work tasks.

## **METHODS**

This type of research is quantitative research. According to (Sekaran and Bougie, 2016), quantitative research is data expressed in numerical form and is usually obtained through pre-designed questions. The research design used in this study is case studies. Case studies are a research design that focuses on gathering in-depth information about specific objects, events, or activities, such as specific business units or organizations. The cases studied can be individuals, groups, organizations, events, or situations that attract the researcher's attention. The main objective of this approach is to gain a comprehensive understanding of an issue by examining

real situations from various perspectives using various data collection methods (Sekaran and Bougie, 2016).

The leadership research instrument (X1) was adapted from the study conducted by Van Dierendonck et al. (2017) with 18 questionnaire items, for example: 'My direct supervisor provides me with the information I need to do my job well.' The motivation research instrument (X2) was adapted from the study conducted by Raúl et al. (2024) with 10 questionnaire items, for example: 'The tasks I perform at work are a driving force in my job.' The employee performance research instrument (Y) was adapted from the study by Janbeik (2019) with 13 questionnaire items, for example: 'I successfully plan my work well in this company so that it is completed on time.' Finally, the organizational culture research instrument (M) was adapted from the study conducted by Bagga et al. (2023) with 10 questionnaire items, for example: 'This company cares about the development of individual employees.'

This study uses data analysis methods with Smart PLS version 3.0 software. The Partial Least Square (PLS) test is a structural equation modeling (SEM) approach based on variance. According to Jogiyanto (2007), Partial Least Squares (PLS) analysis is a multivariate statistical technique that compares multiple dependent variables and multiple independent variables. Partial Least Squares (PLS) is a variance-based Structural Equation Modeling statistical method designed to solve multiple regression when data problems occur. This study uses PLS SEM analysis because the constructs of attractiveness and credibility are 2nd order formative reflective. Hair et al. (2011) suggest several options when choosing PLS-SEM or CB-SEM based on the research objectives, namely:

1. If the objective is to predict the main target construct or identify key "driver" constructs, choose PLS-SEM.
2. The purpose is to test a theory, confirm a theory, or compare alternative theories, choose CB-SEM.
3. If this research is an exploration or extension of existing structural theory, choose PLS-SEM

In testing grouped variables so that SEM can provide accurate and more efficient estimates compared to regression. There are three stages of analysis in PLS as follows:

Outer model analysis or measurement model in Partial Least Squares (PLS) testing is conducted to test internal validity and reliability. Using outer model analysis will specify the relationship between latent variables and their indicators, or it can be defined that the outer model explains how each indicator is related to its latent variable. Latent variables are variables that cannot be measured directly except by measuring one or more manifest variables. Latent variables are also referred to as unobserved variables, constructs, or latent constructs. Latent variables are symbolized by circles or ellipses. Latent variables can be classified into two types, as follows.

1. Exogenous latent variables are independent (free) variables that influence dependent (bound) variables. In this study, the exogenous latent variables are Employee Motivation, Leadership, and Organizational Culture.
2. Endogenous latent variables are dependent variables that are influenced by independent variables. In this study, the endogenous latent variable is Employee Performance (Y).

According to Ghozali (2013), the outer model can also be referred to as the external model, connecting all manifest variables or indicators with their latent variables. In PLS, one manifest variable can only be connected to one latent variable. All manifests connected to one latent variable are referred to as one block. How variables are connected 38 with indicators, Convergent validity is construct validity that measures the extent to which a construct positively correlates with other constructs (Hair et al., 2011). Hair et al. (2011) also explain that convergent validity is achieved when the standardized loading estimate is  $> 0.5$ .

Statistically, convergent validity can be measured using the loading score parameter in the research model (Rule of Thumbs  $> 0.7$ ) and using the Average Variance Extracted (AVE) parameter, which is the average percentage of variance scores extracted from a set of latent

variables estimated through standardized indicator loadings in the PLS algorithm literacy process (Abdillah and Hartono, 2015). AVE can be calculated using the following formula:

$$AVE = \frac{\sum_{i=1}^n \lambda_i^2}{n}$$

The symbol  $\lambda$  represents the standardized loading factor and  $i$  is the number of indicators. AVE is calculated as the average root of the standardized loading factor (multiple correlation root) divided by the number of indicators. So it can be concluded that AVE is the average root of the loading factor. Construct validity testing is also carried out with communality, which is a measure of the quality of the measurement model in each latent variable block produced in the algorithm literacy process in PLS.

Redundancy is also a measure to determine construct validity, which is a measure of the quality of the structural model in each dependent variable block obtained in the algorithm iteration process in measurement model testing. Redundancy can be calculated using the following formula: Redundancy  $Y_j = \text{Communality } j \times R^2 (Y_j \text{ explaining } Y_j)$

This calculation is based on the AVE score must be  $> 0.5$ , Communality  $> 0.5$ , and Redundancy approaching 1. If the loading score is 0.5, this indicator can be removed from the construct because this indicator is not loaded into the construct it represents. If the loading score is between 0.5-0.7, researchers should not remove indicators with these loading scores as long as the AVE and Communality scores of the indicators are  $> 0.5$ .

Validity is demonstrated not only by the loading score but also by the convergence of all measurement indicators in a construct. Validity is achieved not only when the loading score meets the criteria but also when there is discrimination in the correlation of the construct indicators.

## RESULTS

**Descriptive tests were conducted on the research variable scores to obtain a general overview of the distribution of respondents' answers to each variable indicator. This analysis included the minimum, maximum, mean, and standard deviation values, which aimed to identify the respondents' tendencies in providing assessments and the extent of variation in the answers that emerged. These results form the basis for understanding the behavior of the data before conducting further statistical tests such as validity, reliability, and other inferential analyses.**

**Table 1 Descriptive Results of Variable Means**

<i>Name</i>	<i>Mean</i>	<i>Median</i>	<i>Scale min</i>	<i>Scale max</i>	<i>Standard deviation</i>	<i>Excess kurtosis</i>	<i>Skewness</i>
<b>KP1.1</b>	4.514	5	3	5	0.571	-0.524	-0.68
<b>KP1.2</b>	4.429	5	3	5	0.645	-0.514	-0.7
<b>KP1.3</b>	4.524	5	3	5	0.571	-0.472	-0.719
<b>KP1.4</b>	4.533	5	3	5	0.633	0.01	-1.039
<b>KP1.5</b>	4.505	5	3	5	0.588	-0.418	-0.733
<b>KP1.6</b>	4.524	5	3	5	0.571	-0.472	-0.719
<b>KP1.7</b>	4.514	5	3	5	0.571	-0.524	-0.68
<b>KP1.8</b>	4.524	5	3	5	0.554	-0.699	-0.608
<b>KP1.9</b>	4.438	4	3	5	0.584	-0.664	-0.482
<b>KP1.10</b>	4.495	5	3	5	0.554	-0.822	-0.492

<i>Name</i>	<i>Mean</i>	<i>Median</i>	<i>Scale min</i>	<i>Scale max</i>	<i>Standard deviation</i>	<i>Excess kurtosis</i>	<i>Skewness</i>
<b>KP1.11</b>	4.495	5	3	5	0.588	-0.466	-0.696
<b>KP1.12</b>	4.552	5	3	5	0.585	-0.106	-0.93
<b>KP1.13</b>	4.39	4	3	5	0.577	-0.722	-0.313
<b>KP1.14</b>	4.495	5	3	5	0.571	-0.615	-0.604
<b>KP1.15</b>	4.533	5	3	5	0.57	-0.415	-0.758
<b>KP1.16</b>	4.581	5	3	5	0.548	-0.319	-0.856
<b>KP1.17</b>	4.562	5	3	5	0.584	-0.027	-0.972
<b>KP1.18</b>	4.476	5	3	5	0.603	-0.451	-0.7
<b>MK1.1</b>	4.352	5	2	5	0.78	1.199	-1.203
<b>MK1.2</b>	4.524	5	3	5	0.677	-0.014	-1.113
<b>MK1.3</b>	4.438	5	3	5	0.631	-0.497	-0.685
<b>MK1.4</b>	4.467	5	3	5	0.648	-0.365	-0.832
<b>MK1.5</b>	4.41	5	3	5	0.672	-0.581	-0.715
<b>MK1.6</b>	4.39	5	3	5	0.683	-0.651	-0.686
<b>MK1.7</b>	4.514	5	3	5	0.664	-0.082	-1.045
<b>MK1.8</b>	4.429	5	3	5	0.645	-0.514	-0.7
<b>MK1.9</b>	4.314	4	3	5	0.76	-1.035	-0.604
<b>MK1.10</b>	4.429	5	3	5	0.715	-0.58	-0.854
<b>BO1.1</b>	4.448	5	3	5	0.717	-0.502	-0.915
<b>BO1.2</b>	4.419	4	3	5	0.598	-0.626	-0.494
<b>BO1.3</b>	4.552	5	3	5	0.632	0.165	-1.118
<b>BO1.4</b>	4.419	4	3	5	0.614	-0.579	-0.562
<b>BO1.5</b>	4.533	5	3	5	0.633	0.01	-1.039
<b>BO1.6</b>	4.429	4	3	5	0.615	-0.556	-0.595
<b>BO1.7</b>	4.533	5	3	5	0.663	0.057	-1.119
<b>BO1.8</b>	4.352	4	2	5	0.676	0.259	-0.76
<b>BO1.9</b>	4.514	5	3	5	0.664	-0.082	-1.045
<b>BO1.10</b>	4.305	4	3	5	0.664	-0.746	-0.438
<b>KK1.1</b>	4.524	5	3	5	0.536	-1.012	-0.472
<b>KK1.2</b>	4.495	5	3	5	0.588	-0.466	-0.696
<b>KK1.3</b>	4.524	5	3	5	0.619	-0.112	-0.949
<b>KK1.4</b>	4.571	5	3	5	0.567	-0.133	-0.923
<b>KK1.5</b>	4.514	5	3	5	0.634	-0.125	-0.964
<b>KK1.6</b>	4.486	5	3	5	0.619	-0.339	-0.801
<b>KK1.7</b>	4.562	5	3	5	0.6	0.103	-1.046
<b>KK1.8</b>	4.429	5	3	5	0.66	-0.512	-0.741
<b>KK1.9</b>	4.524	5	3	5	0.634	-0.06	-1.001
<b>KK1.10</b>	4.419	5	3	5	0.659	-0.543	-0.71
<b>KK1.11</b>	4.676	5	3	5	0.543	1.252	-1.466
<b>KK1.12</b>	4.495	5	3	5	0.634	-0.242	-0.89
<b>KK1.13</b>	4.505	5	3	5	0.678	-0.145	-1.041

Source: SmartPLS data analysis results (2025)

The results of the descriptive analysis in Table 4.2 show that all research variable indicators have a high mean value, namely above 4.60 on a scale of 1–5. This indicates that

respondents gave very good ratings to the aspects of leadership, work motivation, organizational culture, and employee performance at PT. Warga Utama Prima Mandiri. The median value for all items is dominated by the number 5, which means that most respondents rated each indicator in the highest category of the scale used. This condition illustrates a tendency toward homogeneity in the positive assessments of respondents toward all indicators studied.

For the leadership variable (KP), the average indicator value ranged from 4.39 to 4.581 with a relatively small standard deviation, namely between 0.548 and 0.645. This shows that employees consider the leadership applied in the company to be good, with a high consistency of answers among respondents. Similarly, for the work motivation (MK) variable, the mean indicator values ranged from 4.314 to 4.524 with a standard deviation of 0.631–0.76. These results show that the majority of employees feel motivated in carrying out their work, both through internal factors and external support provided by the company.

Meanwhile, the organizational culture (OC) indicator also received positive ratings with a mean between 4.305 and 4.533. However, there was a slight variation in responses, as indicated by a relatively higher standard deviation of 0.631–0.76 compared to other variables. This indicates that although organizational culture is generally perceived as good, there are still some differences in opinion among employees. As for the employee performance (KK) variable, the mean results show consistently high scores between 4.419 and 4.676 with a median of 5 for all items. The standard deviation of 0.536–0.678 indicates that respondents have a uniform perception of their performance. Overall, these results confirm that leadership, motivation, organizational culture, and employee performance at PT. Warga Utama Prima Mandiri are in the excellent category and are in line with the research focus on the influence of these variables on performance improvement.

The analysis technique used in this study employs the Incomplete Least Square (PLS) based SEM test. The PLS software used in this study is SMARTPLS version 4.0, developed at the University of Hamburg in Germany. The outer model, also known as the item measurement model of the variables, is evaluated in the first stage of the PLS method. To determine the results of the hypothesis testing, the inner model or structural model was evaluated in the second stage. The path coefficients indicating the strength of the relationship between exogenous and endogenous variables were also estimated in this test.

The indirect effect test was used for further testing. Using SmartPLS 4.1, the bootstrap method was used for this test. Perceived value is the intervening variable in this study. If the T-statistic value is greater than the T-table value and the P-value is less than the significance level (5%), then the intervening variable is said to be able to mediate the effect of the exogenous (independent) variable on the endogenous (dependent) variable.

Convergent validity aims to determine the validity between the items used and their latent variables. The correlation between item or component scores and scores calculated using PLS for latent variables or constructs is used to determine the convergent validity of the measurement model. If the factor loading value is greater than 0.7, the test results are considered ideal and valid. However, if the factor loading value is below 0.5, the item must be removed from the model. Factor loading values above 0.5 are still acceptable. A critical value of 0.7 is used in this study. The outer loading results for each indicator owned by each exogenous and endogenous latent variable obtained from SmartPLS data processing are shown as follows:

**Tabel 2 Outer Loadings**

Item Pernyataan	Organisational Culture	Leadership	Employee Performance	Motivation	Notes
BO1.1	0.805				Valid
BO1.10	0.725				Valid
BO1.2	0.768				Valid

Item Pernyataan	Organisational Culture	Leadership	Employee Performance	Motivation	Notes
BO1.3	0.809				Valid
BO1.4	0.754				Valid
BO1.5	0.825				Valid
BO1.6	0.753				Valid
BO1.7	0.807				Valid
BO1.8	0.741				Valid
BO1.9	0.816				Valid
KK1.1			0.749		Valid
KK1.10			0.789		Valid
KK1.11			0.829		Valid
KK1.12			0.777		Valid
KK1.13			0.793		Valid
KK1.2			0.802		Valid
KK1.3			0.777		Valid
KK1.4			0.800		Valid
KK1.5			0.808		Valid
KK1.6			0.768		Valid
KK1.7			0.776		Valid
KK1.8			0.757		Valid
KK1.9			0.787		Valid
KP1.1		0.768			Valid
KP1.10		0.806			Valid
KP1.11		0.812			Valid
KP1.12		0.727			Valid
KP1.13		0.776			Valid
KP1.14		0.823			Valid
KP1.15		0.744			Valid
KP1.16		0.773			Valid
KP1.17		0.777			Valid
KP1.18		0.809			Valid
KP1.2		0.788			Valid
KP1.3		0.754			Valid
KP1.4		0.734			Valid
KP1.5		0.736			Valid
KP1.6		0.813			Valid
KP1.7		0.801			Valid
KP1.8		0.813			Valid
KP1.9		0.841			Valid
MK1.1				0.758	Valid

Item Pernyataan	Organisational Culture	Leadership	Employee Performance	Motivation	Notes
MK1.10				0.804	Valid
MK1.2				0.709	Valid
MK1.3				0.735	Valid
MK1.4				0.725	Valid
MK1.5				0.801	Valid
MK1.6				0.766	Valid
MK1.7				0.795	Valid
MK1.8				0.738	Valid
MK1.9				0.737	Valid

Source: SmartPLS data analysis results (2025)

The validity test results in Table show that all items used in the study have a correlation value above the minimum limit of 0.50, so they can be declared valid. In the Organizational Culture (OC) variable, all OC1.1 to OC1.10 indicators have high correlation values, ranging from 0.725 to 0.825. This shows that each item is able to represent the organizational culture variable consistently and can be relied upon as a measuring tool in the study. Thus, respondents' perceptions of organizational culture can be well explained through the indicators used.

For the Employee Performance (KK) variable, the KK1.1 to KK1.13 indicators also have strong correlation values, ranging from 0.749 to 0.829. These values show that each question item is appropriate for describing the level of employee performance at PT. Warga Utama Prima Mandiri. This is important because the employee performance variable is a dependent variable in the study, so the validity of the indicators is a key determinant in measuring employee achievement.

Pada variabel Kepemimpinan (KP), nilai korelasi indikator berkisar antara 0,727 hingga 0,841. Indikator dengan nilai tertinggi adalah KP1.9 (0,841), sedangkan indikator terendah adalah KP1.12 (0,727). Meskipun terdapat variasi, semua indikator tetap memenuhi kriteria validitas, yang berarti instrumen kepemimpinan telah mampu mengukur aspek-aspek yang relevan dengan gaya kepemimpinan di perusahaan. Sementara itu, variabel Motivasi Kerja (MK) juga menunjukkan konsistensi yang baik, dengan nilai korelasi antara 0,709 hingga 0,841. Hal ini menegaskan bahwa setiap pertanyaan yang diajukan dapat merefleksikan tingkat motivasi kerja karyawan dengan akurat.

Secara keseluruhan, hasil uji validitas ini memperlihatkan bahwa semua instrumen penelitian yang digunakan untuk mengukur kepemimpinan, motivasi kerja, budaya organisasi, dan kinerja karyawan adalah valid. Dengan demikian, data yang diperoleh dari responden dapat dipertanggungjawabkan untuk analisis lebih lanjut, termasuk pengujian model struktural mengenai pengaruh kepemimpinan dan motivasi terhadap kinerja karyawan dengan budaya organisasi sebagai variabel mediasi.

## DISCUSSION

The discussion in this study aims to provide a more comprehensive explanation of the analysis results presented in the previous section. The interpretation process was carried out by linking empirical findings with underlying theories and comparing them with relevant previous research results. Thus, this discussion emphasizes not only statistical significance, but also the practical meaning and theoretical implications of the relationships between the variables studied. In general, this study focuses on four main variables, namely leadership and work motivation as independent variables, organizational culture as a mediating variable, and

employee performance as a dependent variable. The results of the analysis show that each variable has an important contribution in influencing the behavior and performance of human resources at PT. Warga Utama Prima Mandiri.

Leadership and work motivation not only have a direct effect on employee performance, but also play a significant role in shaping organizational culture, which ultimately contributes to improved performance. The findings of this study confirm that leadership and motivation significantly influence employee performance, both directly and indirectly through organizational culture. This indicates that the quality of leadership and the level of employee motivation play a central role in shaping a positive organizational culture that supports performance improvement. Leadership positively affects organizational culture, emphasizing that leaders who demonstrate participative and inspirational behavior are capable of embedding shared values and norms that guide employee behavior. These results align with the studies of Hartawan & Sopanah (2021) and Riyanto et al. (2021), which suggest that effective leadership strengthens cultural alignment within organizations. Motivation also has a significant impact on organizational culture. A highly motivated workforce tends to internalize company values and contribute more actively to organizational goals. This supports the view of Novitasari and Iskandar (2022) that organizational culture and motivation are interrelated factors that mutually reinforce performance outcomes.

Furthermore, both leadership and motivation have a direct positive effect on employee performance. This finding supports Rivai (2020) and Basyid (2024), who argue that motivated employees under supportive leadership tend to achieve higher productivity and job satisfaction. Organizational culture was also found to mediate the relationship between leadership, motivation, and performance. This mediation implies that cultural values act as a behavioral framework that translates leadership practices and motivational factors into tangible performance results.

The finding is consistent with Paais & Pattiruhu (2020), who highlight the role of culture as an intermediary mechanism connecting managerial behavior to performance outcomes. Overall, the study demonstrates that improving employee performance requires a holistic approach that integrates leadership development, motivation enhancement, and cultural strengthening within the organization.

## CONCLUSION

This study aims to analyze the influence of leadership and motivation on employee performance with organizational culture as a mediating variable at PT. Warga Utama Prima Mandiri. Based on the analysis using the Structural Equation Modeling–Partial Least Squares (SEM–PLS) method with 105 respondents, the following conclusions can be drawn:

1. Leadership has a positive and significant effect on organizational culture. Effective leadership helps shape a conducive and goal-oriented work culture. Leaders who are participative, communicative, and inspirational strengthen organizational values, increase employees' sense of belonging, and encourage positive behaviors in the workplace.
2. Motivation has a positive and significant effect on organizational culture. Highly motivated employees show stronger attachment to organizational values. Conversely, a strong and supportive organizational culture enhances work motivation by fostering a positive and appreciative work environment.
3. Leadership has a positive and significant effect on employee performance. Leaders who provide clear direction, guidance, and support play a crucial role in improving employees' effectiveness, loyalty, and commitment to achieving organizational goals.
4. Work motivation has a positive and significant effect on employee performance. The higher the level of employee motivation, the greater their drive to meet performance targets, enhance productivity, and develop their professional competencies.

5. Organizational culture has a positive and significant effect on employee performance. Shared values and consistent organizational norms encourage employees to work in alignment with the company's vision and mission, thereby improving both individual and organizational performance.
6. Organizational culture mediates the influence of leadership and motivation on employee performance. Leadership and motivation not only have direct effects on performance but also indirectly enhance it through the establishment of a positive organizational culture. Thus, organizational culture serves as a key mechanism that strengthens the relationship between leadership, motivation, and employee performance.

## LIMITATION

This study has several limitations that should be considered when interpreting the findings:

1. The scope of the study is limited to a single company, namely PT. Warga Utama Prima Mandiri in Purwakarta. Therefore, the results cannot be generalized to other organizations with different characteristics, leadership styles, or organizational cultures.
2. The research period was relatively short, which limits the ability to capture long-term changes in employee behavior and organizational culture over time.
3. The study relied on self-reported questionnaire data, which may lead to subjective bias or social desirability bias, as respondents might provide answers that they perceive as favorable to the organization.
4. The variables examined were restricted to four main constructs—leadership, motivation, organizational culture, and employee performance. Other potentially relevant factors such as job satisfaction, work discipline, and physical work environment were not included in the model.
5. The analysis used a cross-sectional SEM-PLS approach, which identifies associative rather than causal relationships between variables, limiting the ability to infer direct causality.

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