
ANTENSEDEN EMPLOYEE PERFORMANCE MEDIATED BY MOTIVATION IN EMPLOYEES IN MANUFACTURING COMPANIES

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Abstract

In the growing dynamics of global business, many companies are innovating products and services to survive and compete in the market. This study aims to analyze the role of Motivation in mediating the influence of Organizational Culture and Transformational Leadership on Employee Performance of employees in Manufacturing Companies. This study uses a Quantitative approach with a non-probability research sample method, namely employees in manufacturing companies in DKI Jakarta and Banten as many as 208 respondents. The independent variables in this study are Organizational Culture and Transformational Leadership, the intervening variable is Motivation, and the dependent variable is Employee Performance. Analysis of this research method using Amos and SPSS applications, by conducting the Sobel Test. The results show that Motivation can partially mediate the effect of Organizational Culture on Employee Performance in Manufacturing companies in DKI Jakarta and Banten, but has not been able to mediate the effect of Transformational Leadership on Employee Performance in Manufacturing companies in DKI Jakarta and Banten.

Keywords: Organizational Culture, Transformational Leadership, Motivation, Employee Performance

INTRODUCTION

In the growing dynamics of global business, many companies are innovating products and services to survive and compete in the market. Innovation can be done by having Human Resources as managers, who have expertise in their fields and can contribute to making improvements or development in the organization (Detta et al., 2024). In the world of growing organizations, leaders and Human Resources (HR) have an important role to ensure Employee Performance because it can affect several things, namely productivity, innovation and customer satisfaction to achieve organizational goals which can be achieved through a supportive work environment, leadership effectiveness, a fair compensation system, and a positive Organization Culture (Rahayu et al., 2024). Given the increasingly fierce competition, increasing Employee Performance is an important factor in manufacturing companies in Indonesia in order to achieve the success of a company (Zaky, 2021).

This research is important to be conducted in manufacturing companies in Indonesia, especially in Banten province. This is supported by data presented by (Badan Pusat Statistik, 2023), showing that manufacturing companies in Indonesia have the largest number of distribution in Banten province at 97,092 compared to DKI Jakarta, at 79,992. Thus, this data is the reason that this research is important to be researched in the Banten province area.

According to research conducted by (Putra et al., 2025), the quality and quantity of work results are determined by Employee Performance towards responsibility for the work given. Employee contribution to the organization is certainly supported by employee motivation in the willingness to do work in a position in the job in the organization. The function of an organization can be successful because employee motivation has a significant influence on Employee Performance. Furthermore, Organizational Culture is important in an organization as a guide for employees in performing functions and responsibilities in carrying out company values. Organizational Culture shows significant results that positively affect Motivation and positively affect Employee Performance but not significant. Further research shows that the effect of Organizational Culture on Employee Performance mediated by Motivation has significant positive results. Then, subsequent research conducted by Idris et al., (2022) explained that Transformational Leadership Style is important in organizations in order to inspire and motivate employees as a leadership style that describes trust, admiration, loyalty, and respect. Transformational Leadership Style shows significant results can have a significant effect in increasing Employee Performance and Motivation. Further research also shows that Motivation as mediation can play a role directly or indirectly on Transformational Leadership Style that can affect Employee Performance.

In an organization that continues to innovate to achieve company goals, Employee Performance is needed for the responsibilities of the position in the job given. Employee Performance in the organization is certainly supported by employee motivation in the willingness to do work on positions in jobs in an organization. Each organization certainly has a different Organizational Culture which has an important role as a guide for employees in performing functions and responsibilities in carrying out company values. Of course, the organizational culture has a Transformational Leadership Style that can be an inspiration and motivation for employees as a leadership style that illustrates trust, admiration, loyalty, and respect.

REVIEW OF LITERATURE

The quality and quantity of work results are determined by Employee Performance towards the responsibility for the work given. Employee contribution to the organization is certainly supported by employee motivation in the willingness to do work on a position in the job in the organization. The function of an organization can be successful because employee motivation has a significant influence on Employee Performance. Furthermore, Organizational Culture is important in an organization as a guide for employees in performing functions and responsibilities in carrying out company values. Organizational Culture shows significant results that positively affect Motivation and positively affect Employee Performance but not significant. Further research shows that the effect of Organizational Culture on Employee Performance mediated by Motivation has significant positive results. Then, subsequent research conducted by (Idris et al., 2022) explained that Transformational Leadership is important in organizations in order to inspire and motivate employees as a leadership style that illustrates trust, admiration, loyalty, and respect. Transformational Leadership shows significant results can have a significant effect in increasing Employee Performance and Motivation. Further research also shows that Motivation as mediation can play a role directly or indirectly on Transformational Leadership which can affect Employee Performance. Based on this explanation, a conceptual framework can be arranged as follows:

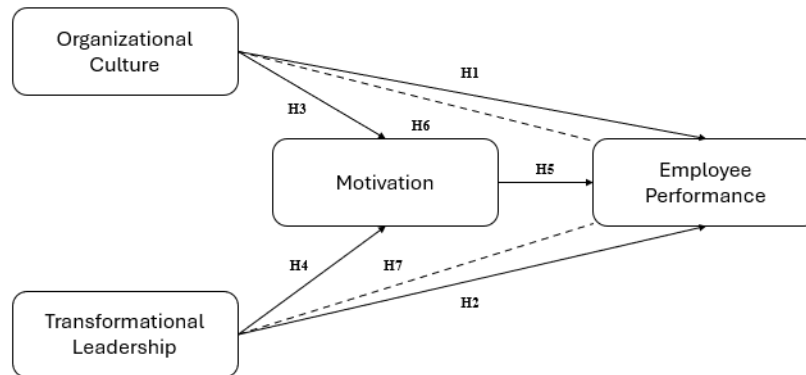


Figure 1. Theoretical Thinking Framework

According to research conducted by (Sinaga et al., 2018), shows that Organizational Culture has a significant and positive influence on Employee Performance. This research is also supported by research conducted by (Putra et al., 2025), which shows that Organizational Culture has a positive but insignificant effect on Employee Performance. Furthermore, according to the results of research conducted by (Lolowang et al., 2019), it shows that Organizational Culture has a significant influence on Employee Performance. Based on the explanation above, the hypothesis proposed in this study is as follows:

H1 : Organizational Culture has a positive effect on Employee Performance

According to research conducted by (Idris et al., 2022), shows that Transformational Leadership has a significant influence on Employee Performance. This research is in line with research conducted by (Ratnaningrum et al., 2022), which shows that Transformational Leadership has a positive influence on Employee Performance. Furthermore, it is supported by the results of research conducted by (Adawiyah & Sopiah, 2023), showing that Transformational Leadership plays an important role in improving Employee Performance. Based on the explanation above, the hypothesis proposed in this study is as follows:

H2 : Transformational Leadership has a positive effect on Employee Performance

According to research conducted by (Idris et al., 2022), it shows that Organizational Culture has no significant effect on Motivation. This research is not in line with research conducted by (Putra et al., 2025), which shows that Organizational Culture has a significant effect on Motivation. Furthermore, according to research conducted by (Anra & Yamin, 2017), it shows that Organizational Culture has a direct effect on Motivation. Based on the explanation above, the hypothesis proposed in this study is as follows:

H3 : Organizational Culture has a positive effect on Motivation

According to research conducted by (Idris et al., 2022), shows that Transformational Leadership has a significant influence on Motivation. This research is in line with research conducted by (Hariadi & Muafi, 2022), which shows that Transformational Leadership has a significant and positive influence on Motivation. Furthermore, it is supported by the results of research conducted by (Averina et al., 2023), showing that Transformational Leadership has a significant effect on Motivation. Based on the explanation above, the hypothesis proposed in this study is as follows:

H4 : Transformational Leadership has a positive effect on Motivation

According to research conducted by Sokro (2012), it shows that Motivation has an influence on Employee Performance. This research is in line with research conducted by (Hariadi & Muafi, 2022), which shows that Motivation has a significant and positive influence on Employee Performance. Furthermore, it is supported by the results of research conducted by (Baluti et al., 2024), showing that Motivation has an influence on Employee Performance. Based on the explanation above, the hypothesis proposed in this study is as follows:

H5 : Motivation has a positive effect on Employee Performance

According to research conducted by (Idris et al., 2022), it shows that the role of Motivation does not mediate the influence of Organizational Culture on Employee Performance. This research is not in line with research conducted by Putra et al., (2025), which shows that the effect of Organizational Culture is significant on Employee Performance mediated by Motivation. Based on previous research that has been done also shows the results that Organizational Culture affects Employee Performance. Based on the explanation above, the hypothesis proposed in this study is as follows

H6: The role of Motivation mediates the influence of Organizational Culture on Employee Performance.

According to research conducted by (Putra et al., 2025), which shows that the role of Motivation only partially mediates the influence of Transformational Leadership on Employee Performance. Based on previous research that has been done also shows the results that Transformational Leadership has an important influence and role on Employee Performance. Based on the explanation above, the hypothesis proposed in this study is as follows

H7: The role of Motivation mediates the influence of Transformational Leadership on Employee Performance.

RESEARCH METHOD

The data in this study is a type of primary data. The method of collection is done through distributing questionnaires online, which usually fill out the questionnaire using google form. The process of data collection in this study also uses several statements from each variable that have been carried out by previous researchers. The purpose of the data collection process that is distributed to respondents is to obtain the results needed in this study. Researchers also use literature studies in their research in terms of completing the conceptual framework of the research being conducted because the scientific data obtained and used by researchers comes from various sources of information so that library research is needed in this study.

According to Badan Pusat Statistik (2023), the largest distribution of manufacturing companies in the DKI Jakarta area is 79,992 and Banten is 97,092. Thus, the population in this study includes all employees who work in manufacturing companies in DKI Jakarta and Banten and obtained the number of respondents as many as 208 participants. The sampling technique applied in the study is Non-Probability Sampling using Snowball Sampling which is defined as a data collection method for data that is specific to certain communities or groups that are distributed from one subject to another in a chain (Kumara, 2018).

The quality and quantity of work results are determined by Employee Performance towards the responsibility for the work given. Employee contribution to the organization is certainly supported by employee motivation in the willingness to do work on a position in the job in the organization. The function of an organization can be successful because employee motivation has a significant influence on Employee Performance. Furthermore, Organizational Culture is important in an organization as a guide for employees in performing functions and responsibilities in carrying out company values. Organizational Culture shows significant results that positively affect Motivation and positively affect Employee Performance but not significant.

In this study, there are seven (7) hypotheses analyzed using the Structural Equation Model (SEM) method using SPSS software with AMOS the aim is to assess the relationship with many variations between each variable. Based on Hair et al. (2014), SEM is used to analyze the influence or relationship between independent variables on dependent variables that can form a path diagram. In addition, SEM also allows for simultaneous testing of relationships or influences. In the data analysis method, there are 2 (two) types of tests that need to be carried out by researchers to see the results of the data that has been collected, namely model testing (Goodness of Fit) and hypothesis testing.

RESULTS AND DISCUSSION

Instrument testing is a tool used to measure validity and reliability testing. In the validity test, the researcher conducted the test with the aim of knowing whether or not a statement item in the research questionnaire was valid. The validity test results can be determined using the factor loading value, and the structural value can state this. The factor loading value is based on the total number of samples or the number of respondents used. If the factor loading is ≥ 0.35 , then all statements are considered valid. However, if the factor loading is ≤ 0.35 , all statements are considered invalid.

Table 1. Validity Test Results

Variable	Factor Loading	Decision
Organizational Culture	0,722	Valid
Transformational Leadership	0,671	Valid
Motivation	0,691	Valid
Employee Performance	0,770	Valid

Source: Data Processed SPSS, 2025

Based on the table above for validity testing on Organizational Culture, Transformational Leadership, Motivation, and Employee Performance variables that have been carried out, the results are declared valid because they have a factor loading value of > 0.40 . So the variable statement indicators can be tested next, namely, reliability testing.

Table 2. Reliability Test Results

Variable	Indicator	Cronbach's Alpha	Decision
Organizational Culture	10	0,664	Reliable
Transformational Leadership	12	0,821	Reliable
Motivation	10	0,648	Reliable
Employee Performance	10	0,615	Reliable

Source: Data Processed SPSS, 2025

The Reliability Test Results table above shows that all variables measured have a Cronbach's Alpha Coefficient value > 0.60 so that they can be declared reliable. The reliability values of each variable are as follows: Organizational Culture of 0.664, Transformational Leadership of 0.821, Motivation of 0.648, and Employee Performance of 0.615. Because all values are more than the minimum limit of 0.60, it can be concluded that the instrument used is suitable for use as a data collection tool in research.

Descriptive analysis testing is carried out with the aim of being able to provide descriptions and descriptions of the variables used in the study, as well as indicators of what statements are contained in it. The following is a descriptive statistical analysis that explains the mean and standard deviation values in this study are as follows:

Table 3. Descriptive Statistical Test Results

Variable	Mean	Standard Deviation
<i>Organizational Culture</i>	4,361	0,6746
<i>Transformational Leadership</i>	4,262	0,7809
<i>Motivation</i>	4,362	0,6869
<i>Employee Performance</i>	4,325	0,6894

Source: Data Processed SPSS, 2025

In this test, what is seen is the result of the average value (mean) and the standard deviation value. The mean value can be shown by looking at the average value of all respondents' answers to the variables studied, while the standard deviation value shows the variation in respondents' answers.

The Parsimonious Fit Measures criterion is an adjustment to the goodness of fit measurement that aims to allow comparison between models with different numbers of coefficients. This criterion can be seen from the normed-chi-square value (CMIN/DF). The recommended standard value for the Parsimonious Fit Measures (CMIN / DF) criterion is a lower limit of 1 and an upper limit of 5 (Hair et al., 2020).

Table 3. Goodness of Fit Model Test Results

Measurement Type	Measurements	Model Decision	Fit Processed Results	Decision
Absolute Fit Measure	<i>Chi-Square</i>	Low Chi-Square	1833.801	Poor Fit
	<i>p-value</i>	$\geq 0,05$	0,000	Poor Fit
	<i>Chi-Square</i>	$\geq 0,08$	0,093	Good Fit
	<i>RMSEA</i>	$\geq 0,90$	0,604	Marginal Fit
Incremental Fit Measures	<i>GFI</i>	$\geq 0,90$	0,356	Marginal Fit
	<i>NFI</i>	$\geq 0,90$	0,313	Marginal Fit
	<i>RFI</i>	$\geq 0,90$	0,463	Marginal Fit
	<i>IFI</i>	$\geq 0,90$	0,416	Marginal Fit
	<i>TLI</i>	$\geq 0,90$	0,452	Marginal Fit
	<i>CFI</i>	$\leq \text{GFI}$	0,639	Marginal Fit
Parsimonius Fit Measures	<i>AGFI</i>	Antara 1 sampai 5	2,783	Good Fit

Source: Data Processed AMOS, 2025

So based on the goodness of fit test results on the model presented in table 13 above, it shows that the model has a varied fit. Based on the eleven criteria from each model, some of them show that the decision results obtained are good fit and some are marginal fit. The criteria that can provide good model fit are NFI, CFI, AGFI, and CMIN/DF.

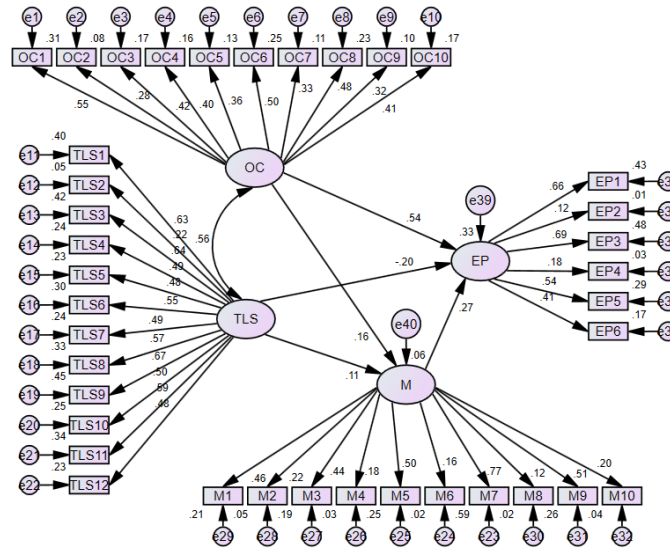


Figure 2. Structural Equation Model (SEM) Research Model

In this study, researchers proposed seven (7) research hypotheses. The results of the hypothesis testing carried out are stated in the table below as follows:

Tabel 4. Hypothesis Test Results

Hypothesis		Estimate	p-value	Summary
H ₁	Organizational Culture has a positive effect on Employee Performance	0,672	0,002	Supported Hypothesis
H ₂	Transformational Leadership has a positive effect on Employee Performance	-0,218	0,112	Unsupported Hypothesis
H ₃	Organizational Culture has a positive effect on Motivation	0,229	0,237	Unsupported Hypothesis
H ₄	Transformational Leadership has a positive effect on Motivation	0,142	0,372	Unsupported Hypothesis
H ₅	Motivation has a positive effect on Employee Performance	0,228	0,015	Supported Hypothesis
H ₆	The role of Motivation mediates the effect of Organizational Culture on Employee Performance	0,0522	0,05749	Supported Hypothesis
H ₇	The role of Motivation mediates the effect of Transformational Leadership on Employee Performance	0,0323	0,18335	Unsupported Hypothesis

Source: Data Processed AMOS, 2025

Based on the results of hypothesis testing carried out, it can be explained as follows Hypothesis 1 is carried out with the aim of examining the effect of Organizational Culture on Employee Performance. Based on the results of the data processing above, the value of the estimated coefficient is 0.672 with a p-value of 0.002, which means that if the company has a healthy Organizational Culture, it can improve Employee Performance and vice versa if the Organizational Culture is not healthy, this can reduce Employee Performance. The

results of this test indicate that the first hypothesis which states that Organizational Culture has a positive effect on Employee Performance is supported. The results of this study are in line with research conducted by (Sinaga et al., 2018), showing that Organizational Culture has a significant and positive effect on Employee Performance. Furthermore, according to the results of research conducted by (Lolowang et al., 2019), it shows that Organizational Culture has a significant influence on Employee Performance. This research is also supported by research conducted by (Putra et al., 2025), which shows that Organizational Culture has a positive but insignificant effect on Employee Performance.

Hypothesis 2 is carried out with the aim of testing the effect of Transformational Leadership on Employee Performance. Based on the results of the data processing above, the value of the estimated coefficient is -0.218 with a p-value of 0.112, which means that if Transformational Leadership can be carried out and implemented, it can increase Employee Performance and vice versa if Transformational Leadership is not carried out or implemented, this can reduce Employee Performance. The results of this test indicate that the second hypothesis which states that Transformational Leadership has no effect on Employee Performance is supported. The results of this study are in line with research conducted by Sugiyono & Rahajeng (2022), which shows that Organizational Culture does not have a significant effect on Motivation. The results of this study are in line with research conducted by (Septyawan et al., 2024), which shows that Transformational Leadership has no effect on Employee Performance.

Hypothesis 3 is carried out with the aim of testing the positive effect of Organizational Culture on Motivation. Based on the results of data processing above, the value of the estimated coefficient is 0.229 with a p-value of 0.237, which means that if the company has a healthy Organizational Culture, it can increase Motivation and vice versa if the Organizational Culture is not healthy, this can decrease Motivation. The results of this test indicate that the third hypothesis which states that Organizational Culture has no effect on Motivation is supported. The results of this study are in line with research conducted by Sugiyono & Rahajeng (2022), which shows that Organizational Culture does not have a significant effect on Motivation.

Hypothesis 4 was carried out with the aim of testing the positive effect of Transformational Leadership on Motivation. Based on the results of data processing above, the value of the estimated coefficient is 0.142 with a p-value of 0.372, which means that if Transformational Leadership can be carried out, it can increase Motivation and vice versa if Transformational Leadership is not carried out or implemented, this can decrease Motivation. The results of this test indicate that the fourth hypothesis which states that Transformational Leadership has no effect on Motivation is supported. The results of this study are in line with research conducted by Septyawan et al. (2024), which shows that Transformational Leadership has no effect on Employee Performance.

Hypothesis 5 was carried out with the aim of testing the effect of Motivation on Employee Performance. Based on the results of the data processing above, the value of the estimated coefficient is 0.228 with a p-value of 0.015, which means that if Motivation can be carried out, it can increase Employee Performance and vice versa if Motivation is not carried out or implemented, this can reduce Employee Performance. The results of this test indicate that the fifth hypothesis which states that Motivation has a positive effect on Employee Performance is supported. The results of this study are in line with research conducted by

Sokro (2012), showing that Motivation has an influence on Employee Performance. This study is in line with research conducted by (Hariadi & Muafi, 2022), which shows that Motivation has a significant and positive influence on Employee Performance. Furthermore, it is supported by the results of research conducted by Baluti et al. (2024), showing that Motivation has an influence on Employee Performance.

Hypothesis 6 was conducted to test the role of Motivation as a mediating variable for the effect of Organizational Culture on Employee Performance. The processing results obtained the p-value in the sixth hypothesis generated is $0.05749 \leq 0.05$, so the hypothesis is supported. Then the estimated value obtained from the direct effect of the influence of Organizational Culture on Employee Performance of 0.672 is smaller than the estimated value of Motivation mediation which is 0.0522 (0.229×0.228) so that mediation is formed significantly which means that Motivation plays a role in mediating the influence of Organizational Culture on Employee Performance, it can be interpreted that in order to have a stronger effect between the two variables, the role of Motivation is still needed. The results of this study are in line with research conducted by Putra et al., (2025), which shows that the influence of Organizational Culture is significant on Employee Performance mediated by Motivation. Based on previous research that has been conducted, it also shows that Organizational Culture has an effect on Employee Performance. According to research conducted by Hamzah & Sarwoko (2020), it shows that through Motivation as a mediating variable, it can increase Employee Performance through Organizational Culture.

Hypothesis 7 was conducted to test the role of Motivation as a mediating variable for the effect of Transformational Leadership on Employee Performance. The processing results obtained a p-value of $0.18335 \geq 0.05$, so the hypothesis is not supported. Then the estimated value obtained from the direct effect of Transformational Leadership on Employee Performance of -0.218 is greater than the estimated value of Motivation mediation of 0.0323 (0.142×0.228), meaning that Motivation does not play a role in mediating the effect of Transformational Leadership on Employee Performance. The results of this study are in line with research conducted by Averina et al. (2023), that Motivation does not mediate the influence of Transformational Leadership on Employee Performance.

CONCLUSION

This study was conducted at manufacturing companies in DKI Jakarta and Banten. The characteristics of respondents were dominated by men with an age range of 26 - 30 years, with a length of service of 1 - 3 years. From the results of this study, 7 hypotheses were formulated, and of the seven hypotheses, 3 were stated as supported (accepted) and 4 were stated as unsupported (rejected).

The results can be explained that there is an influence of Organizational Culture on Employee Performance in every employee of Manufacturing companies in DKI Jakarta and Banten which is proven if Organization Culture is healthy then it can increase Employee Performance of employees. There is no influence of Transformational Leadership on Employee Performance in Manufacturing companies in DKI Jakarta and Banten which is proven by the performance of employees in carrying out their duties and responsibilities in their respective jobs which have not increased after the implementation of Transformational Leadership. There is a negative influence of Organizational Culture on Motivation in every employee of Manufacturing companies in DKI Jakarta and Banten which is proven if

Organization Culture is healthy then it does not necessarily increase employee Motivation. There is a negative influence of Transformational Leadership on Motivation in Manufacturing companies in DKI Jakarta and Banten which is proven by the motivation of employees in carrying out their duties and responsibilities in their respective jobs which have not increased after the implementation of Transformational Leadership. There is an influence of Motivation on Employee Performance in every employee of Manufacturing companies in DKI Jakarta and Banten which is proven if employees have Motivation then it can increase Employee Performance of employees. Motivation can partially mediate the influence of Organizational Culture on Employee Performance in Manufacturing companies in DKI Jakarta and Banten. This is because Motivation functions as a mediator that strengthens the relationship between Organizational Culture and Employee Performance, where even though there is a direct influence of Organizational Culture on Employee Performance, Motivation still plays an important role in improving work performance by providing motivation and dedication to employees. Motivation has not been able to mediate the influence of Transformational Leadership on Employee Performance in Manufacturing companies in DKI Jakarta and Banten. This is because Motivation has not functioned as a link that strengthens the relationship between Transformational Leadership and Employee Performance.

Based on the results of the study, it can be seen that Motivation has the greatest influence on Employee Performance. The management is advised to always provide motivation to employees by giving praise to employees so that Employee Performance can be maintained and improved in Manufacturing Companies. In addition, based on the results of this study, it can also be seen that Organizational Culture has the greatest influence on Employee Performance. The company's management must improve and ensure that the implementation of Organizational Culture is carried out with the right approach by focusing on results and applying a brave nature in taking risks so that work can be completed effectively and efficiently, so that in the end it can improve Employee Performance from each employee. Motivation mediates the influence of Organizational Culture on Employee Performance where the management must continue to increase motivation to improve employee performance.

In the implementation of this research, the researcher feels that there are still some limitations, including the object of research only focuses on Manufacturing Companies. In this study, only 208 employees were respondents. Furthermore, this study only uses four variables, namely Organizational Culture, Transformational Leadership, Motivation, and Employee Performance.

Based on the limitations of the research above, the suggestions that can be given for further research are to consider conducting similar research in other industries or research objects, namely in private companies in the banking industry, or other company fields, increasing the number of respondents as research samples in order to provide more accurate and maximum results. Further research can also explore other variables that may be relevant and influential on Employee Performance such as Job Satisfaction.

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