

Transformational Leadership, Organizational Culture, and Member Performance: The Mediating Role of Motivation

Arif Akbarurrijal¹, Nur Hidayati¹, Nurhidayah¹

¹Universitas Islam Malang, East Java, Indonesia

Corresponding author e-mail: akbarngali122@gmail.com

Article History: Received on 17 November 2025, Revised on 29 November 2025,
Published on 2 February 2026

Abstract: This study examines the influence of transformational leadership and organizational culture on member performance, with motivation as a mediating variable. Using a quantitative approach, data were collected through questionnaires from 187 members of the Islamic Students Association (HMI) Malang Branch. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results indicate that organizational culture has a positive and significant influence on member performance and motivation. Transformational leadership has a positive and significant influence on member performance but does not have a significant influence on motivation. Motivation has a positive and significant influence on member performance. Furthermore, motivation mediates the relationship between organizational culture and member performance, but does not mediate the relationship between transformational leadership and member performance. These findings suggest that organizational culture and transformational leadership are important for improving member performance, but the role of motivation as a mediator is only confirmed for organizational culture in the context of voluntary and non-profit student organizations. This study contributes to the literature by clarifying the mediating role of motivation in the context of student organizations.

Keywords: Organizational Culture, Member Performance, Motivation as Mediating Variable, Transformational Leadership

A. Introduction

In the era of globalization and increasingly tight competition, organizations are required to have quality human resources (HR) who are able to work optimally. Human Resource Management (HRM) has a vital role in handling various problems both within the scope of leaders, members and others in supporting organizational activities in order to achieve predetermined goals (Nugroho, 2022). This is necessary for the organization to ensure proper membership, place, time, and execution of tasks, thus helping the organization run effectively and efficiently (Bandonno, 2020). Organizational success is not only determined by the strategies or systems implemented, but is also greatly influenced by the leadership model, organizational

culture, motivation, and level of individual performance in carrying out their duties. Transformational leadership is widely considered an effective leadership model in managing modern organizations with characteristics such as idealized influence, inspirational motivation, and intellectual stimulation (Andoko et al., 2024), where leaders can inspire members to realize the vision and emphasize positive changes in the organization (Nurjanah et al., 2020);(Mustofa et al., 2025);(Jiatong et al., 2022). This leadership style is superior because it encourages members to implement their best performance with commitment, exemplary behavior, and a conducive work climate, so that members are encouraged to have a shared mission and goals (Sihite et al., 2024). Furthermore, organizational culture reflects the values, norms, beliefs, and customs held by all members of the organization. A strong and positive culture fosters a sense of belonging, loyalty and high work motivation (Fetine et al., 2021). On the other hand, a weak culture causes conflict, low discipline, and decreased member performance. Transformational leaders and a positive organizational culture can motivate individuals to work harder and provide support for them (A. Kumar et al., 2022);(Rozi et al., 2024).

Motivation is an internal or external drive that makes someone enthusiastic about doing a job (Natalia, 2023). Motivational theories such as Maslow's hierarchy of needs, Herzberg's two-factor theory, and Self-Determination Theory (SDT), emphasize the importance of meeting individual needs in enhancing performance (B. G. Kumar et al., 2025). Then, kPerformance is a variable that can be measured in terms of productivity, effectiveness, efficiency, quality and innovation (Simon et al., 2020). High member performance will have an impact on achieving organizational goals, competitiveness, and the sustainability of the organization itself. The relationship between transformational leadership and organizational culture on member performance is not always direct (Saidah et al., 2024). In many studies, it has been found that motivation often acts as a mediating variable that bridges these influences (Niken et al., 2022). This means that leadership and organizational culture can improve performance if they first motivate their members. Therefore, understanding the influence of organizational culture on member performance through the mediator variable of motivation is relevant and important for further research (Saputra & Suwandana, 2024).

Recent research on transformational leadership and organizational culture on performance has been conducted extensively with different results (pros and cons) such as (Chi et al., 2023);(Rojak et al., 2024);(Aggarwal, 2024);(Al-Aamri et al., 2024);(Putra et al., 2025), as well as the role of motivation as a mediator in the above relationship (Mutiarra et al., 2023);(Lango et al., 2024);(Rokhman, 2025). This research focuses solely on business and educational organizations. Therefore, the role of motivation as a mediator between the relationship between transformational leadership and organizational culture on performance has not been consistently supported, especially in the context of voluntary and ideological student organizations. To fill this research gap, this study aims to investigate this relationship

in the context of student organizations, namely members of the Student Association of Indonesian Students (HMI) Cabang Malang. The formulation of the research hypothesis is then explained in detail below:

1. Transformational leadership has a significant influence on member performance.
2. Organizational culture has a significant influence on member performance.
3. Transformational leadership has a significant influence on motivation.
4. Organizational culture has a significant influence on motivation.
5. Motivation is significantly has a significant influence on member performance.
6. Motivation can mediate the relationship between transformational leadership and member performance.
7. Motivation can mediate the relationship between organizational culture and member performance.

B. Methods

This research was conducted descriptively, using a cross-sectional design with a quantitative approach. Data collection utilized primary data obtained from questionnaires distributed to respondents via Google Forms on social media and directly through closed-ended statements. The following is a conceptual framework explaining the research hypotheses and the relationships between the research variables:

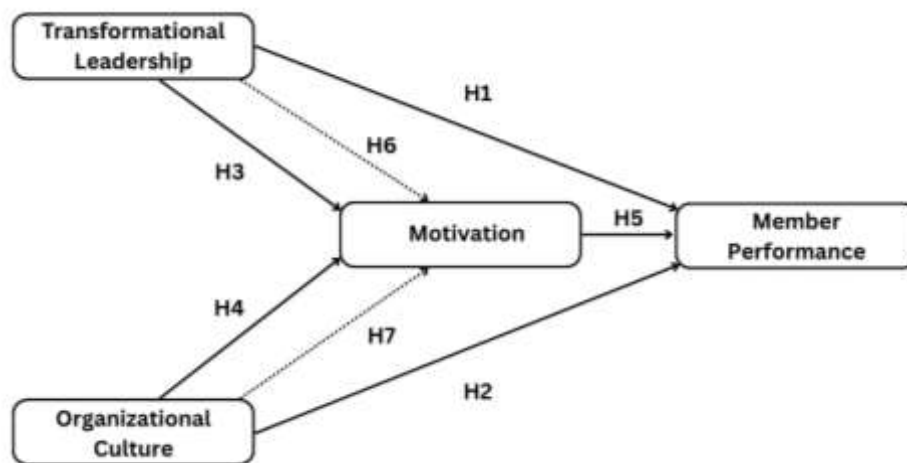


Figure 1. Conceptual Framework

The population in this study was active members of the Islamic Students Association (HMI) Cabang Malang in 2025. The researcher targeted this because new HMI members are students who have high enthusiasm in the process with the age limit taken being in the age range of 19-25 years. Because the population of this study was 350 people, the researcher distributed questionnaires to obtain good validity and reliability to 30 respondents using Google Forms. The loading factor value and reliability coefficient with the results of each variable were >0.7 which indicated that

the instrument test could be said to be valid and reliable. This research was conducted using an analytical approach, namely (PLS-SEM) which utilizes the SmartPLS 4 application. The sample calculation used the Slovin formula, resulting in a sample calculation of 187 respondents. The measurement method in the questionnaire used a 5-point Likert scale adapted from (Mazurek et al., 2021), including (1) Strongly Disagree, (2) Disagree, (3) Neutral, (4) Agree, (5) Strongly Agree. The SmartPLS analysis steps begin with a measurement model (outer loading) to test the reliability and consistency of the variables, then a structural model (inner model) to analyze the relationship between variables and test the research hypothesis.

The measurement of construct variables used in this study contains several details, including the transformational leadership variable which consists of 4 indicators or items adopted from Bernard M. Bass referring to research (Andoko et al., 2024) including “the leader is a good role model for me, the leader always provides enthusiasm in working, the leader encourages members to think creatively, and the leader provides enthusiasm and optimism in facing challenges”. The organizational culture variable is also divided into 4 items taken from (Park & Kim, 2024) which contains “organizational values encourage me to work with discipline, the organization supports the creation of solid teamwork, I feel free to express my opinion, work ethic is always maintained in carrying out tasks”. The member performance variable uses measurement items adapted from (Darmawan & Tanuwijaya, 2023) with 4 statement items, including “I try to produce neat and quality work, I can complete work according to the time target, I carry out tasks according to the responsibilities given, I always contribute to teamwork”. Then the motivation variable has 3 indicators or items modified from (Muslim & Indrawan, 2024) with the statement “I feel that my basic needs are met through this job, I receive appreciation for good work results, I feel motivated to achieve higher work performance”.

C. Results and Discussion

Respondent Characteristics

The respondents for this research were taken from active students at various campuses spread across Malang, consisting of 187 people with details as shown in the following table.

Table 1. Characteristics of Respondents

Characteristics	Frequency	Percentage (%)
Gender		
Men	96	51,34%
Women	91	48,66%
Respondent's age		
19 - 22 Years	169	90,37%
22 - 25 Years	16	8,55%
25 - 26 Years	6	3,20%
College		
Universitas Islam Malang (UNISMA)	21	11,23%

Universitas Maulana Malik Ibrahim (UIN) Malang	20	10,70%
Institut Teknologi Nasional (ITN)	17	9,09%
Universitas Negeri Malang (UM)	22	11,76%
Universitas Budi Utomo (UIBU)	17	9,09%
Universitas Widyagama (UWG)	14	7,49%
Universitas Muhammadiyah Malang (UMM)	43	22,99%
Universitas Merdeka Malang (UNMER)	21	11,23%
Universitas Islam Raden Rahmat (UNIRA)	12	6,42%

Descriptive Analysis

Based on the results of respondents' answers from the collected questionnaire regarding the research variables, it is described as follows. Transformational leadership has a total average value of 4.55, which means it has a good interpretation. With the highest average value of 4.59, respondents know how to choose leaders who make a big contribution in the organization and the lowest average value of 4.51, which means respondents understand the role of a leader in the organization. The organizational culture variable has a total average value of 4.37, which means it has a very good interpretation. With the highest average value of 4.40, we found that respondents consider organizational culture to have a very large influence on member performance, and the lowest average value of 4.33, which means respondents understand how organizational culture affects member performance. The member performance variable has a total average value of 4.38, which means it has a good interpretation. The highest average value of 4.41, meaning respondents are very enthusiastic in carrying out their performance well. Then, the lowest average value is 4.37, which means respondents improve team performance and contribute greatly to the organization. The motivation variable had a total mean score of 4.30, indicating a good interpretation. The highest mean score was 4.34, indicating that respondents considered motivation to be the most important factor in improving performance. The lowest mean score was 4.25, indicating that respondents considered motivation a basic need.

Data analysis

To test the hypothesis offered, data analysis utilizes SEM-PLS which is tested with SmartPLS 4. PLS-SEM is used to model causal relationships between latent constructs (abstract variables) which are measured through many indicators (Haji-Othman et al., 2024). The procedures used were data screening, a measurement model for analyzing data reliability and consistency, and a structural model for testing hypotheses. The measurement models tested are described in detail below:

Table 2. Results of Measurement Model Analysis (Outer Model)

Item Variable	Loading Factor	Cross Loading	AVE	Fornell Larcker	Cronbach's Alpha	Composite Reliability
Transformational Leadership (X1)			0.700	0.836	0.781	0.903
KT1	0.749	0.749				
KT2	0.844	0.844				
KT3	0.855	0.855				
KT4	0.892	0.892				
Organizational culture			0.557	0.746	0.864	0.834
BO1	0.756	0.165				
BO2	0.703	0.286				
BO3	0.798	0.054				
BO4	0.725	0.174				
Member Performance			0.604	0.777	0.737	0.859
KA1	0.829	0.187				
KA2	0.762	0.173				
KA3	0.719	0.123				
KA4	0.796	0.198				
Motivation			0.652	0.808	0.734	0.849
M1	0.759	0.084				
M2	0.812	0.078				
M3	0.849	0.061				

All analyzed variable indicators had loading factors and cross-loadings of >0.7 , and the AVE value reached the specified limit of >0.5 . The Fornell-Larcker values for all research variables met the specified requirements, indicating that all variable indicators were reliable. Furthermore, Cronbach's alpha and composite reliability values were above the minimum limit of >0.7 , indicating that the research variables were consistent and feasible.

Table 3. Results of Structural Model Analysis (Inner Model)

Hypothesis	Sample Original	T-statistic	p-value	Results
Transformational Leadership -> Member Performance	0.131	2,200	0.028	Accepted
Organizational Culture -> Member Performance	0.229	3,003	0.003	Accepted
Transformational Leadership -> Motivation	-0.020	0.287	0.774	Rejected
Organizational Culture -> Motivation	0.519	9,445	0.000	Accepted
Motivation -> Performance	0.460	6,325	0.000	Accepted
Transformational Leadership-> Motivation-> Member Performance	-0.009	0.280	0.779	Rejected
Organizational culture-> Motivation -> Member Performance	0.239	5,538	0,000	Accepted

The Influence of Transformational Leadership (X1) on Member Performance (Y)

The results of this study strengthen previous research conducted by (Chi et al., 2023);(Rojak et al., 2024) about the influence of transformational leadership on

performance. According to the theory, the influence of transformational leadership on performance is a positive, strong, and significant relationship, widely recognized as one of the most effective leadership models in improving followers' work outcomes and extra-role behaviors. This leadership is not simply about managing transactions (pay in exchange for work), but rather about changing members' motivation, morale, and work ethic. Transformational leadership encourages members to see the organization's goals as an extension of their personal values, effectively committing them beyond self-interest to achieve collective success. Transformational leaders fundamentally change the way members view their work, making it a calling or mission, rather than a mere duty. This process is realized through inspirational motivation, where the leader conveys a challenging and optimistic vision, and idealized influence, where the leader serves as a respected ethical role model. These two elements collectively increase members' intrinsic motivation, encouraging them to voluntarily exert discretionary effort, which is a key source of high performance that cannot be forced. Furthermore, the positive impact of transformational leadership on performance is not only about willingness, but also about ability. Transformational leadership actively enhances members' capabilities through intellectual stimulation, which encourages creativity and innovative problem solving, and individualized consideration, which acts as a coach for members' specific career development.

The Influence of Organizational Culture (X2) on Member Performance (Y)

The results of the study show that organizational culture is very effective in influencing member performance, so the results of this study are relevant to the results of previous research conducted by (Mutiarra et al., 2023);(Aggarwal, 2024). This demonstrates that organizational culture plays a significant role in improving member performance. The implications of this research provide understanding to organizational members about how to maintain organizational culture so that the organization can thrive. A strong culture creates strong emotional bonds, and these bonds directly and significantly drive performance. Organizational culture demonstrates that the system of values, norms, and assumptions prevailing within an organization has a real, measurable, and not merely incidental impact on individual work outcomes and behavior.

The Influence of Transformational Leadership (X1) on Motivation (Z)

The results of this study were declared insignificant because transformational leadership had only a small effect on motivation. Although theoretically, transformational leadership is designed to increase motivation positively and significantly, several empirical findings, including studies (Mutiarra et al., 2023), statistically shows that the influence of transformational leadership on work motivation can be positive or significant. The facts in this study challenge the conventional view that the inspiration and vision of a transformational leader will automatically improve the morale of all members. This is understandable because

from the outset, HMI members have high intrinsic motivation that refers to ideological drive, social mission, and networks. Therefore, the support of vision and inspiration provided by a transformational leader is unable to increase this already high basic motivation. As expressed by (Almas et al., 2020), followers in voluntary or nonprofit organizations tend to have intrinsic motivation and ingrained social values, making these values more important than pure transformational leadership models. Therefore, transformational leadership was found not to support satisfaction or motivation in the context of the HMI Cabang Malang organization.

The Influence of Organizational Culture (X2) on Motivation (Z)

The results of this study strengthen previous research (Putra et al., 2025) which reveals that organizational culture has a positive effect on motivation. According to this theory, organizational culture encompasses core values, norms, shared assumptions, and ways of acting that distinguish one organization from another. It is the social glue and roadmap that guides each individual's behavior. When this culture is healthy, supportive, and aligned with members' expectations, it creates a strong motivational climate. Conversely, a toxic or ambiguous culture will dampen enthusiasm and reduce members' willingness to invest energy in their work. Therefore, for organizations seeking to excel in the modern, disruptive era, building the right culture is not simply an option but a strategic prerequisite to ensure members remain engaged, enthusiastic, and motivated to achieve shared goals.

The Influence of Motivation (Z) on Member Performance (Y)

The results of this study are significant because motivation influences member performance. Although theoretically, the influence of motivation on member performance is a positive, direct, and significant relationship, as research by (Al-Aamri et al., 2024). Motivation creates a psychological state in which followers are not only able but also willing to exert maximum effort, resulting in higher performance in terms of both quantity of output and quality of results. This causal relationship is supported by various theories and empirical findings that consistently show that when followers feel motivated, either by valuing the work itself (intrinsic) or by the rewards offered (extrinsic), they will consciously direct their energy and focus to achieve organizational goals effectively and efficiently. Motivation ensures that members have the intensity of effort, persistence, and behavioral direction necessary to produce superior and sustained performance, as will be further explained through mechanisms and empirical evidence.

The Influence of Transformational Leadership (X1,) Motivation (Z) on Member Performance (Y)

Research showing that transformational leadership (X1) and motivation (Z) do not significantly impact member performance (Y) is often due to unmeasured contextual factors. In theory, transformational leadership should inspire and motivate members, which then improves performance, as occurs in educational settings (Udin, 2024). However, despite the extrinsic motivation that arises from the direction of transformational leaders, HMI members have a more dominant intrinsic motivation, so the drive for better performance arises not from the inspiration of transformational leaders. Transformational leaders are considered inauthentic and distract members from the core mission that is crucial for providing satisfaction and motivation. Therefore, with an unsupported organizational structure (Hadi & Zainon, 2024), however this leadership model cannot always guarantee that HMI Cabang Malang members are motivated to achieve their best performance.

The Influence of Organizational Culture (X2), Motivation (Z) on Member Performance (Y)

Member performance (Y) is the result of a complex interaction between internal and external factors, where organizational culture (X2) with motivation as the intermediary (Z) plays a central role and has been shown to significantly improve performance. Therefore, a healthy organizational culture serves as a “runway” that facilitates members to achieve high performance standards through motivation as a mediator. This supports the proposed hypothesis as in the study conducted (Rokhman, 2025). However, unlike transformational leadership, organizational culture (values, norms, and teamwork) serves as the social glue that binds members and provides a structure that supports their intrinsic motivation. Therefore, motivation is only able to mediate the influence of organizational culture on member performance compared to transformational leadership. This is an important theoretical contribution, showing that the dynamics of “leader-follower” motivation can operate differently in volunteer-based organizations compared to corporate ones. In other words, the work environment in a non-profit organization like HMI can create a unique identity, character, and satisfaction for members, motivating their performance based on ideological values.

Table 4. R-Square Value

Variables	R-Square Value
Member Performance	0.413
Motivation	0.265

(R-Square) is used to measure how well a statistical model in a regression analysis analyzes variations in the dependent variable based on the independent variables.

The R-Square value for member performance is 0.413. This means that the contribution of endogenous variables in predicting member performance is 41.3% and the R-Square value of motivation is 0.265, which means that motivation is explained by the independent variable by 26.5%.

D. Conclusions

From the data analysis conducted, the results of the hypothesis test indicate that the independent variables (transformational leadership and organizational culture) have a positive and significant correlation with the engagement variable (member performance). Organizational culture is significantly damaged by motivation, while transformational leadership does not have a significant correlation. Motivation also significantly slows down the relationship with member performance. Motivation plays an important role in mediating the relationship between organizational culture and performance, while transformational leadership does not significantly weaken due to the already high intrinsic motivation of HMI members and the different contexts of voluntary student organizations. This has important theoretical significance in the study of HRM, especially in the scope of non-profit organizations. Practical implications emphasize the important role of implementing a strong culture compared to transformational leadership practices that are useful for improving member motivation and performance. This study has limitations due to the quantitative methods used, such as a cross-sectional design that is only conducted at a certain time and the use of a population and sample that is limited to one HMI branch. Further research is recommended to involve other aspects of HRM that are relevant to the context studied and include mediating or moderating factors of other variables to reach a broader analysis.

E. Acknowledgement

We acknowledge all friends from Universitas Islam Malang who help us in this paper.

References

- Aggarwal, S. (2024). Impact of dimensions of organisational culture on employee satisfaction and performance level in select organisations. *IIMB Management Review*. <https://doi.org/10.1016/j.iimb.2024.07.001>
- Al-Aamri, M. S. H., Soliman, M., & Ponniah, L. S. (2024). Influencers of academic staff performance in higher education: the role of motivation, transformational leadership and involvement in strategic planning. *Journal of Applied Research in Higher Education*. <https://doi.org/10.1108/JARHE-08-2023-0339>
- Almas, S., Chacón-Fuertes, F., & Pérez-Muñoz, A. (2020). Direct and indirect effects of transformational leadership on volunteers' intention to remain at non-profit organizations. *Psychosocial Intervention*, 29(3), 125–132. <https://doi.org/10.5093/pi2020a17>

- Andoko, B. W., Prawoto, N., Wahyuningsih, S. H., & Susilowati, I. (2024). The Future of Leadership: Exploring The Relationship Between Transformational Leadership And Organizational Performance. *Revista de Gestão Social e Ambiental*, 18(7), 1–26. <https://doi.org/10.24857/rgsa.v18n7-045>
- Bandono, A. (2020). 11. Jurnal The Success Of Team Collaboration In Supporting Systems For Development Of Project Management Learning Model. *International Journal of Progressive Sciences and Technologies (IJPSAT)*, 24(1), 385–393. <http://dx.doi.org/10.52155/ijpsat.v24.1.2543>
- Chi, H., Vu, T., Nguyen, H. V., & Truong, T. H. (2023). How financial and non-financial rewards moderate the relationships between transformational leadership, job satisfaction, and job performance. *Cogent Business & Management*, 10(1), 2173850. <https://doi.org/10.1080/23311975.2023.2173850>
- Darmawan, G., & Tanuwijaya, J. (2023). Factors Affecting on Job Performance. *Jurnal Ekonomi & Bisnis Jagaditha*, 10, 1–8. <https://doi.org/10.22225/jj.10.1.2023.1-8>
- Ferine, K. F., Aditia, R., Rahmadana, M. F., & Indri. (2021). An empirical study of leadership, organizational culture, conflict, and work ethic in determining work performance in Indonesia's education authority. *Heliyon*, 7(7), e07698. <https://doi.org/10.1016/j.heliyon.2021.e07698>
- Hadi, H. A., & Zainon, S. (2024). Does Transformational Leadership Affects NPOs Performance? *The Malaysian Journal of Social Administration*, 18. DOI: 10.22452/MJSA.vol18no2024.2
- Haji-Othman, Y., Yusuff, M. S. S., & Hussain, M. N. M. (2024). Data analysis using partial least squares structural equation modeling (PLS-SEM) in conducting quantitative research. *International Journal of Academic Research in Business and Social Sciences*, 14(10), 2380–2388. <https://doi.org/10.6007/IJARBSS/v14-i10/23364>
- Jiatong, W., Wang, Z., Alam, M., Murad, M., Gul, F., & Gill, S. A. (2022). The impact of transformational leadership on affective organizational commitment and job performance: the mediating role of employee engagement. *Frontiers in Psychology*, 13, 831060. <https://doi.org/10.3389/fpsyg.2022.831060>
- Kumar, A., Kapoor, S., & Gupta, S. K. (2022). Do the qualities of transformational leadership influence employees' job engagement? A survey of the Indian power sector. *Problems and Perspectives in Management*, 20(4), 614. [http://dx.doi.org/10.21511/ppm.20\(4\).2022.46](http://dx.doi.org/10.21511/ppm.20(4).2022.46)
- Kumar, B. G., Jose, A. E., Ravikishore, M., Saratkar, N., & Archana, P. (2025). Exploring Employee Motivation: Theories, Strategies, and Implications for Organizational Success. *Journal of Scientific Research and Reports*, 31(3), 33–50. <https://doi.org/10.9734/jsrr/2025/v31i32875>
- Lango, R. K., Sopiah, S., & Syihabudhin, S. (2024). The Influence of Transformational Leadership Style on Employee Performance Through Work Motivation and Organizational Culture as Mediating Variables. *JMKSP (Jurnal Manajemen, Kepemimpinan, Dan Supervisi Pendidikan)*, 9(2), 973–986. <https://doi.org/10.31851/jmksp.v9i2.15893>
- Mazurek, J., Pérez-Rico, C., Fernández-García, C., Magnot, J.-P., & Magnot, T. (2021).

- The 5-Item Likert Scale and Percentage Scale Correspondence with Implications for the Use of Models with (Fuzzy) Linguistic Variables. *Revista de Métodos Cuantitativos Para La Economía y La Empresa*, 31. <https://doi.org/10.46661/revmetodoscuanteconempresa.4010>
- Muslim, A., & Indrawan, M. I. (2024). The Influence Of Employee Motivation And Organizational Commitment On Employee Performance With Organizational Culture Organization As An Intervening Variable In BPJS Employment Branch Office Range. *Best Journal of Administration and Management*, 3(1 SE-Articles), 33–47. <https://doi.org/10.56403/bejam.v3i1.194>
- Mutiara, S. R., Perizade, B., & Syapril, Y. (2023). The influence of transformational leadership and organizational culture on the performance of employees of the Regional Public Company Service Unit (Perumda) Tirta Musi Palembang with work motivation as an intervening variable. *International Journal of Social Service and Research*, 3(8), 2087–2100. <https://doi.org/10.46799/ijssr.v3i8.496>
- Natalia, L. (2023). Work Motivation Mediates Organizational Culture on Performance. *Journal of Business Management and Economic Development*, 1(01 SE-Articles), 10–16. <https://doi.org/10.59653/jbmed.v1i01.17>
- Niken, N., Dani, R. P., & Azka, B. (2022). The Influence of Leadership Style and Organizational Culture on Employee Performance through Work Motivation as an Intervening Variable. *Economic Education Analysis Journal*, 11, 201–216. <https://doi.org/10.15294/eeaj.v11i2.58105>
- Nugroho, S. H. (2022). The role of human resources management in organizational perspective. *Global Journal of Engineering and Technology Advances*, 10(3), 12–18. <https://doi.org/10.30574/gjeta.2022.10.3.0040>
- Nurjanah, S., Pebianti, V., & Handaru, A. W. (2020). The influence of transformational leadership, job satisfaction, and organizational commitments on Organizational Citizenship Behavior (OCB) in the inspectorate general of the Ministry of Education and Culture. *Cogent Business & Management*, 7(1), 1793521. <https://doi.org/10.1080/23311975.2020.1793521>
- Park, J., & Kim, J. (2024). The Relationship between Perceived Organizational Support, Work Engagement, Organizational Citizenship Behavior, and Customer Orientation in the Public Sports Organizations Context. In *Behavioral Sciences* (Vol. 14, Issue 3, p. 153). <https://doi.org/10.3390/bs14030153>
- Putra, R. S., Agustina, T. S., Khusnah, H., Subramaniam, A., Fatimah, N., Nisa, K., & Fitriya, A. L. (2025). Organizational Culture, Work Discipline, and Competencies Drive Performance Through Motivation. In *SHS Web of Conferences* (Vol. 212). EDP Sciences PP - Les Ulis. <https://doi.org/10.1051/shsconf/202521204030>
- Rojak, J. A., Sanaji, S., Witjaksono, A. D., & Kistyanto, A. (2024). The influence of transformational leadership and organizational culture on employee performance. *Edukasia Jurnal Pendidikan Dan Pembelajaran*, 5(1), 977–990. <https://doi.org/10.62775/edukasia.v5i1.926>
- Rokhman, M. T. N. (2025). The Influence of Organizational Culture, Transformational Leadership and Work Motivation on Employee Performance. *E-Jurnal Ekonomi Dan Bisnis Universitas Udayana*, 1241–1252. DOI: 10.59141/jrssem.v1i11.196

- Rozi, F., Widiyanti, M., Yusuf, M., & Hadjri, M. I. (2024). The Influence of Work Motivation on Employee Performance: Case Study AT PT Pertamina International Refinery RU III Plaju. *International Research Journal of Management, IT and Social Sciences*, 11(6), 264–271. <https://doi.org/10.21744/irjmis.v11n6.2480>
- Saidah, S. A., Jhoansyah, D., & Nurmala, R. (2024). The Influence of the Human Resource Information System (HRIS), Organizational Culture, Financial Incentives, and Flexible Working Space (FWS) On Employee Performance (Survey of PT Cloud Hosting Indonesia employees). *Journal of Research in Social Science and Humanities*, 4(2), 299–311. <https://doi.org/10.47679/jrsssh.v4i2.119>
- Saputra, R. H., & Suwandana, I. G. M. (2024). The Role Of Motivation In Mediating The Influence Of Organizational Culture On Employee Performance. *Edunity: Social and Educational Studies*, 3(5), 317–324. <https://doi.org/10.57096/edunity.v3i5.246>
- Sihite, T. S., Buchdadi, A. D., & Pahala, I. (2024). The Impact of Transformational Leadership and Organizational Culture on Enhancing Employee Performance in Organizations. *Pakistan Journal of Life & Social Sciences*, 22(2). <https://doi.org/10.57239/PJLSS-2024-22.2.001061>
- Simon, J. K., Mathews, S. P., Shetty, B. P., & Mishra, R. K. (2020). A novel concept for quantitative measurement of organizational performance index. *Journal of Engineering Management and Competitiveness (JEMC)*, 10(2), 90–102. <https://doi.org/10.5937/jemc2002090S>
- Udin, U. (2024). Transformational leadership and organizational learning culture in the health sector: The mediating and moderating role of intrinsic work motivation. *Work*, 77(4), 1125–1134. <https://doi.org/10.3233/WOR-230047>