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The Influence of Transformational Leadership, Organizational Culture, and Work Motivation on Employee Performance in a West Java Manufacturing Company

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Abstract

This research investigates the extent to which transformational leadership, organizational culture, and work motivation contribute to employee performance within the production division of a manufacturing firm located in West Java. A quantitative associative research design was adopted for this study. The entire population of 127 production employees was included as study participants through a census approach. Primary data were gathered using a structured questionnaire instrument, while hypothesis testing was conducted through multiple linear regression analysis with the aid of SPSS version 22.0. The results indicate that organizational culture (β = 0.208; p = 0.001) and work motivation (β = 0.151; p = 0.036) have a positive and significant effect on employee performance. In contrast, transformational leadership (β = 0.014; p = 0.896) shows a positive but insignificant effect. Simultaneously, all variables significantly influence performance (F = 19.756; p = 0.000), with an R^2 value of 0.325. These findings highlight that organizational culture and motivation are key drivers of employee performance, while the role of transformational leadership may depend on the structural characteristics of the organization.

Keywords: *Transformational Leadership; Organizational Culture; Work Motivation; Employee Performance.*

INTRODUCTION

Organizations today face an increasingly dynamic business landscape characterized by rapid technological evolution, volatile market conditions, and growing pressure to improve operational efficiency. Long term competitiveness hinges significantly on how well organizations develop and leverage their workforce, widely recognized as the most fundamental strategic asset in pursuing organizational objectives.

Given the growing complexity of organizational environments, effective human resource management has become central to maximizing workforce productivity. When leadership is practiced effectively, organizational culture is well-established, and employees are adequately motivated, companies are better positioned to handle external challenges. These internal organizational dimensions build commitment and foster higher performance. As competition for capable talent continues to intensify, businesses must continually improve their internal management practices to sustain a competitive position (Juita Situmorang et al., 2024).

The degree to which an organization achieves its goals is directly tied to the quality of individual employee performance. Prior research has investigated various organizational and psychological determinants of performance, ranging from leadership approaches to cultural environments and motivational factors. Yet findings across such studies have not been consistent. While (Gulo et al., 2024) demonstrated that transformational leadership enhances employee engagement, commitment, and productivity, other scholars have found that this leadership style does not uniformly predict performance improvement, especially in settings governed by highly routinized work structures (Hendriawan et al., 2024).

Separate from leadership, organizational culture constitutes a core internal force shaping employees' values, beliefs, and patterns of behavior within the workplace. As a normative system guiding collective attitudes, organizational culture significantly influences individual and group performance levels. Schein, as referenced in (Hamidah, 2025), conceptualized organizational culture as

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an embedded framework of shared values, norms, and behavioral expectations that determines how members act and perform. Research by (Handriyani et al., 2023)supports this view, demonstrating that a healthy and well-functioning organizational culture is associated with improvements in both employee satisfaction and overall performance. However, a recurring limitation in prior studies is the tendency to examine organizational culture in isolation, which restricts insight into how it operates in conjunction with other influential variables.

Work motivation is another variable that has received substantial attention in the employee performance literature. As an intrinsic driver, motivation energizes individuals to invest effort and sustain high-level performance in their jobs. Classical theoretical frameworks such as Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory assert that satisfying basic physiological needs, ensuring job security, fostering social connectedness, offering recognition, and providing development opportunities all have notable effects on individual performance. (Hendra, 2020)confirmed a strong link between work motivation and performance, although other researchers indicate that motivational impacts differ by organizational setting and structural conditions (Feri et al., 2020).

Despite extensive research on leadership, organizational culture, and motivation, prior studies have largely examined these variables separately or in limited combinations. Furthermore, inconsistent findings particularly regarding transformational leadership indicate that its effectiveness may depend on organizational context.

This study addresses this gap by simultaneously examining the three variables within a manufacturing production environment, which is characterized by standardized procedures and operational rigidity. This context provides a unique contribution, as it allows for testing whether transformational leadership remains relevant compared to structural factors such as culture and motivation.

In manufacturing contexts, employee output is directly tied to production target attainment and organizational productivity. PT Indocement Tunggal Prakarsa Cirebon faces similar performance challenges. Analysis of production data from 2022 to 2024 indicates an overall upward trend in production achievement; however, actual outputs have persistently lagged behind target levels, pointing to unresolved barriers to optimal workforce performance.

This pattern suggests that achieving production targets depends not only on technical and operational conditions but also on the human dimensions within the organization. Therefore, transformational leadership, organizational culture, and work motivation represent both theoretically relevant and practically significant variables through which improvements in employee performance can be better understood and achieved.

Responding to both academic and practical needs, this study conducts an integrated analysis of how transformational leadership, organizational culture, and work motivation influence employee performance in West Java manufacturing. Both the individual effects and the collective influence of these variables on performance are evaluated. The research was conducted at PT Indocement Tunggal Prakarsa Cirebon, aiming to generate findings that are both empirically grounded and relevant to real-world organizational practice.

Transformasional Leadership

Drawing on Bass's conceptualization as presented in (Hadi, 2025), transformational leadership centers on inspiring and elevating followers by aligning their individual aspirations and values with the broader mission of the organization. Leaders practicing this style brings about organizational change through four behavioral dimensions: serving as an idealized role model, providing inspirational motivation, encouraging creative thinking, and addressing each follower's individual development needs. Bass, as cited in (Hadi, 2025), identifies four measurable dimensions of transformational leadership: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

H_1: Transformational Leadership has a positive and significant impact on Employee Performance.

Organizational Culture

According to (Sinambela & Sinambela, 2019), organizational culture refers to the collection of values and symbolic representations that all members of an organization collectively embrace and sustain, creating a unified sense of identity and differentiating the organization from others. Referencing

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Caldwell's framework as discussed in (Sinambela & Sinambela, 2019), the core indicators of organizational culture include: openness to innovation and calculated risk-taking, meticulous execution of tasks, an orientation toward results, concern for employees' wellbeing, emphasis on collective effort, and a spirit of competitive drive.
H_2: Organizational Culture has a positive and significant effect on Employee Performance.

Work Motivation

As articulated by Abraham Maslow and cited in (Ifani & Sarwono, 2025), human motivation is organized around a structured hierarchy, where individuals address lower-order needs before advancing to higher-order aspirations. This sequential view implies that foundational needs must be satisfied before energy can be directed toward growth and fulfillment. Maslow's framework, as referenced in (Ifani & Sarwono, 2025), outlines five ascending motivational tiers: physiological requirements, security, social belonging, esteem, and self-actualization.
H_3: Work motivation has a positive and significant effect on employee performance.

Employee Performance

According to (Ismartaya et al., 2024), Mangkunegara characterizes performance as the qualitative and quantitative results produced by an employee while fulfilling their job responsibilities. Performance essentially reflects how an individual's motivation combines with their underlying competencies to generate outcomes. Mangkunegara, as referenced in (Ismartaya et al., 2024), identifies five measurable performance indicators: quality of work output, quantity of completed tasks, sense of responsibility, capacity for cooperation, and willingness to show initiative.
H4: Transformational leadership style, organizational culture, and work motivation simultaneously have a positive and significant effect on employee performance.

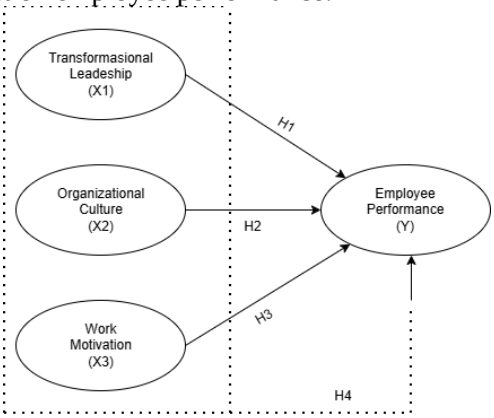

Figure 1. Research Model

Figure 1 presents the conceptual framework of this study. The model was empirically tested to assess how much of the variation in employee performance can be explained by each of the three independent variables.

METHOD

This study adopts a quantitative research design, which, as explained by (Sugiyono, 2023), relies on numerical data analyzed through statistical methods to test hypotheses and generate generalizable conclusions. Transformational leadership, organizational culture, and work motivation serve as the independent variables, with employee performance as the dependent variable. A census-based approach was used, encompassing all 127 production employees. Data were gathered between December 2025 and January 2026 via structured questionnaires administered directly to participants. Statistical analysis was conducted using SPSS version 22.0 with multiple linear regression. The measurement instrument consisted of 40 items distributed across four variables: transformational leadership (8 items), organizational culture (12 items), work motivation (10 items), and employee performance (10 items). All items were measured using a Likert scale (1–5). Data analysis procedures included validity testing, reliability testing, classical assumption tests (normality and multicollinearity), multiple linear regression, t-test, F-test, and coefficient of determination analysis.

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RESULT AND DISCUSSION

Result

Characteristics Of Respondents

The study population comprised 127 production employees in total. Respondent profiles were documented across several demographic dimensions: gender, age, educational attainment, and years of service.

Table 1. By Gender

No	Gender	Total Respondents	Percentage (%)
1.	Male	119	93,7 %
2.	Female	8	6,3%
	Amount	127	100%

In terms of work tenure, respondents with more than 20 years of service constituted the largest group at 29.9%, followed by those with 6–10 years (19.7%) and those with 11–15 years of experience (18.1%).

Table 2. By Age

No	Age	Total Respondents	Percentage (%)
1.	<29	35	27,6 %
2.	30-39	36	28,3%
3.	40-49	43	33,9%
4.	>50	13	10,2%
	Amount	127	100%

Regarding age composition, the 40–49 year age group was the most prevalent among respondents, accounting for 33.9% of the sample. The 30–39 age group followed at 28.3%, and those under 29 years made up 27.6%. The smallest age segment consisted of respondents aged 50 and above, representing 10.2%.

Table 3. Based on Last Education

No	Last Education	Total Respondents	Percentage (%)
1.	SMA/SMK	96	75,6 %
2.	S1	30	23,6%
3.	S2	1	0,8%
	Amount	127	100%

With respect to educational background, the majority of respondents held a senior high school or vocational diploma (96 individuals, 75.6%). Bachelor's degree holders numbered 30 (23.6%), and only one respondent (0.8%) had attained a postgraduate master's qualification.

Table 4. Based on Work Period

No	Work Period	Total Respondents	Percentage (%)
1.	<5 years	22	17,3 %
2.	6-10 years	25	19,7%
3.	11-15 years	23	18,1%
4.	16-20 years	19	15%
5.	>20 years	38	29,9%
	Amount	127	100%

Concerning work period distribution, the plurality of respondents had more than 20 years of professional experience (38 individuals, 29.9%), with the next largest groups being those with 6–10 years (19.7%) and 11–15 years (18.1%) of service.

Validity Test

Table 5. Validity Test Results

No. Statement	r_{count}	r_{table}	Decision
1.	0,594	0,1743	Valid
2.	0,546	0,1743	Valid
3.	0,460	0,1743	Valid
4.	0,458	0,1743	Valid
5.	0,350	0,1743	Valid
6.	0,308	0,1743	Valid
7.	0,715	0,1743	Valid
8.	0,761	0,1743	Valid

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No. Statement	r_{count}	r_{table}	Decision
9.	0,418	0,1743	Valid
10.	0,479	0,1743	Valid
11.	0,454	0,1743	Valid
12.	0,455	0,1743	Valid
13.	0,481	0,1743	Valid
14.	0,685	0,1743	Valid
15.	0,478	0,1743	Valid
16.	0,678	0,1743	Valid
17.	0,542	0,1743	Valid
18.	0,506	0,1743	Valid
19.	0,639	0,1743	Valid
20.	0,745	0,1743	Valid
21.	0,268	0,1743	Valid
22.	0,359	0,1743	Valid
23.	0,232	0,1743	Valid
24.	0,711	0,1743	Valid
25.	0,631	0,1743	Valid
26.	0,645	0,1743	Valid
27.	0,525	0,1743	Valid
28.	0,740	0,1743	Valid
29.	0,207	0,1743	Valid
30.	0,502	0,1743	Valid
31.	0,454	0,1743	Valid
32.	0,451	0,1743	Valid
33.	0,373	0,1743	Valid
34.	0,357	0,1743	Valid
35.	0,489	0,1743	Valid
36.	0,581	0,1743	Valid
37.	0,553	0,1743	Valid
38.	0,489	0,1743	Valid
39.	0,449	0,1743	Valid
40.	0,338	0,1743	Valid

The validity assessment confirmed that all 40 questionnaire items covering the four constructs transformational leadership, organizational culture, work motivation, and employee performance produced r-count values above the critical r-table threshold of 0,1743. This outcome confirms that all measurement items meet validity criteria and are appropriate for use as data collection instruments.

Reliability Test

Table 6. Reliability Test Results

Variable	Cronbach's Alpha	Decision
Transformational Leadership	0,720	Reliable
Organizational Culture	0,738	Reliable
Work Motivation	0,716	Reliable
Employee Performance	0,692	Reliable

Reliability testing yielded Cronbach's Alpha values of 0.720 for transformational leadership, 0.738 for organizational culture, 0.716 for work motivation, and 0.692 for employee performance. Since all values exceed the minimum acceptable threshold of 0.60, all measurement instruments are considered reliable. This is consistent with the standard proposed by Anggraini et al. (2022), who established 0.60 as an acceptable alpha benchmark, particularly for studies with an exploratory character.

Normality Test

Table 7. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		127
Normal Parameters[a,b]	Mean	,0000000
	Std. Deviation	1,94428997
Most Extreme Differences	Absolute	,076

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	Positive	,076
	Negative	-,059
Test Statistic		,076
Asymp. Sig. (2-tailed)		,066[c]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.

Normality testing confirmed that the regression residuals follow a normal distribution. Evidence for this conclusion comes from three sources: the bell-shaped histogram, the alignment of data points along the diagonal in the Normal P–P Plot, and the Kolmogorov-Smirnov significance value of 0.066, which surpasses the 0.05 threshold. Together, these indicators confirm that the normality assumption is satisfied, validating the model for further inferential analysis.

Multicolinearity Test

Table 8. Multicollinearity Test Results

Variable	Tolerance	VIF
Transformational Leadership	0,315	3,175
Organizational Culture	0,336	2,978
Work Motivation	0,614	1,629

The multicollinearity test showed that all independent variables recorded Tolerance values above 0.10 and VIF values below 10, confirming that no harmful multicollinearity exists among the predictor variables. This result validates the inclusion of transformational leadership, organizational culture, and work motivation as simultaneous predictors in the regression model.

Partial Test (T)

Table 9. Partial Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	25,355	2,529		10,025	,000
	Transformational Leadership	,014	,110	,017	,130	,896
	Organizational Culture	,208	,064	,417	3,261	,001
	Work Motivation	,151	,071	,200	2,119	,036

a. Dependent Variable: Employee Performance

db = n – k – 1 = 127 – 3 – 1 = 123 so that the t table with α = 0,05 and db = 123 is 1,657.

Based on partial t-test results at the 0.05 significance level, transformational leadership does not produce a statistically significant effect on employee performance, as evidenced by a significance value of 0.896, well above the accepted threshold, and a t-statistic below the critical t-table value. In contrast, organizational culture and work motivation both demonstrate significant effects, with significance values of 0.001 and 0.036 respectively, both below the 0.05 benchmark. These results indicate that only organizational culture and work motivation are individually significant predictors of employee performance in this study.

F Test

Table 10. F Test Result

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	229,514	3	76,505	19,756	,000[b]
	Residual	476,313	123	3,872		
	Total	705,827	126			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Work Motivation, Organizational Culture, Transformational Leadership

db1 = k = 3 ; db2 = N – k – 1 = 127 – 3 – 1 = 123 ; Then the F table for db1 = 3 and db2 = 123 with α = 0,05 is 2,68.

When assessed simultaneously, transformational leadership, organizational culture, and work motivation together exert a significant effect on employee performance (F = 19.756; sig. = 0.000). This confirms the overall explanatory adequacy of the regression model. Even though transformational leadership is not significant as a standalone predictor, it contributes meaningfully within the combined

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model. The R Square value of 0.325 shows that 32.5% of performance variance is explained by these three predictors, with the remaining portion attributable to factors outside this study.

Multiple Linear Regression Analysis

Table 11. Results of Multiple Linear Regression Analysis

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	25,355	2,529		10,025	,000
	Transformational Leadership	,014	,110	,017	,130	,896
	Organizational Culture	,208	,064	,417	3,261	,001
	Work Motivation	,151	,071	,200	2,119	,036

a. Dependent Variable: Employee Performance

The general form of the regression equation is as follows:

Y = 25,355 + 0,014X1 + 0,208X2 + 0,151X3 + e

The multiple linear regression results show that organizational culture and work motivation both positively and significantly affect employee performance. Transformational leadership, though positively associated, does not reach significance at the 0.05 level. These findings indicate that organizational culture and work motivation are the primary drivers of performance among production employees in this manufacturing context.

Coefficient of Determination

Table 12. Results of the Determination Coefficient Test

R	R Square	Adjusted R Square
0,570	0,325	0,309

The R Square value of 0.325 from the coefficient of determination analysis indicates that the three predictor variables transformational leadership, organizational culture, and work motivation jointly account for 32.5% of the variation in employee performance. The remaining 67.5% is influenced by other variables not examined in this study.

Discussion

Partial t-test analysis reveals a positive but statistically insignificant relationship between transformational leadership and employee performance (t = 0.130; sig. = 0.896), which does not meet the 0.05 significance criterion. This finding is consistent with (Hendriawan et al., 2024) and (Feri et al., 2020), both of whom concluded that transformational leadership is not a reliable predictor of performance gains, particularly in organizational contexts defined by rigid and standardized work routines.

One likely explanation for this result is the structured nature of manufacturing production environments, which are governed by strict standard operating procedures and predefined work flows. In such contexts, employee output is shaped primarily by adherence to established protocols rather than by leadership-driven inspiration.

An additional consideration is the high level of professional experience among the respondents, many of whom have served the organization for more than 20 years. Such long-tenured employees typically possess deep operational knowledge and perform their tasks independently. As a result, their performance is more likely driven by accumulated expertise and ingrained work habits than by managerial leadership interventions.

This finding can be explained using transformational leadership theory proposed by Bass, which emphasizes inspiration and vision. However, in highly standardized environments such as manufacturing, employee performance is more dependent on compliance with procedures than on inspirational leadership. This supports contingency theory, suggesting that leadership effectiveness depends on situational factors.

Unlike transformational leadership, organizational culture yields a positive and statistically significant influence on employee performance (t = 3.261; sig. = 0.001). This result aligns with Schein's organizational culture theory, which posits that shared values and norms strongly influence employee behavior and performance outcomes. It is also consistent with the findings of (Pramesti et al., 2021) and

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(Sari, 2025), who each independently established that organizational culture exerts a significant positive influence on employee performance.

Work motivation also demonstrates a significant and positive effect on employee performance ($t = 2.119$; sig. = $0.036 < 0.05$), affirming its relevance as a performance determinant. This finding supports the theoretical grounding of Maslow's Hierarchy of Needs, where fulfilled needs lead to higher motivation and improved performance, and is backed by empirical evidence from (Goni et al., 2021) and (Sudrajat et al., 2022), both of whom confirmed that work motivation meaningfully predicts employee performance outcomes.

When tested jointly using the F-test, transformational leadership, organizational culture, and work motivation together produce a significant effect on employee performance ($F = 19.756$; sig. = 0.000). This indicates that the integrated model possesses meaningful explanatory power. Even though transformational leadership alone is not a significant predictor, it contributes to the combined effect within the full model. The R Square of 0.325 indicates that 32.5% of performance variance is captured by these three variables, with the remaining variance attributable to factors not covered in this research.

CONCLUSION

The study finds that transformational leadership has a positive but statistically insignificant effect on employee performance, implying that elements such as intellectual stimulation, personalized development, and creative encouragement have not yet been fully absorbed or applied by the workforce. In manufacturing environments bound by strict procedural requirements, the practical impact of transformational leadership is inherently limited in terms of driving performance improvements.

Organizational culture, by contrast, shows a positive and statistically significant influence on performance. Values such as accuracy, dedication to performance standards, goal-driven conduct, teamwork, and open communication across organizational levels are deeply rooted in the workplace and serve as practical guides for behavior. A strong organizational culture thus functions as a foundational support for maintaining performance quality and elevating workforce productivity.

Work motivation similarly shows a statistically significant positive effect on employee performance. Employees whose motivational needs are met including basic needs fulfillment, a sense of security and acceptance, recognition of their contributions, and opportunities for professional growth are more likely to demonstrate heightened work engagement, improved output quality, and greater efficiency in task completion.

Taken together, transformational leadership, organizational culture, and work motivation exert a combined significant effect on employee performance. This highlights that performance is determined by the interaction of multiple organizational and psychological factors, and that sustainable improvement requires the intentional and coordinated strengthening of all these elements within the organization.

This study contributes to the literature by demonstrating that transformational leadership may have limited relevance in highly structured manufacturing environments, thereby supporting context-dependent leadership theories. Managers should prioritize strengthening organizational culture and enhancing employee motivation rather than relying solely on leadership style interventions to improve performance. This study is limited to a single company and uses a cross-sectional design, which restricts generalizability and causal interpretation. Future studies are recommended to include additional variables such as job satisfaction, work environment, or leadership styles in different industrial contexts.

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