

The Influence Of Organizational Culture And Leadership Style On Performance Through Motivation As An Intervening Variable At PT Indonesia Chemi-Con

(Pengaruh Budaya Organisasi dan Gaya Kepemimpinan terhadap Kinerja melalui Motivasi sebagai Variabel Intervensi di PT Indonesia Chemi-Con)

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Abstract:

Objective : This study investigates the influence of organizational culture and leadership style on employee performance, with work motivation as a mediating variable at PT Indonesia Chemi-Con. A quantitative survey was conducted using structured questionnaires distributed to employees

Methodology : Data were analyzed through path analysis to examine direct and indirect relationships among variables.

Research results : The results show that organizational culture and leadership style have a significant positive effect on employee performance, both directly and indirectly through work motivation. A strong organizational culture enhances motivation and aligns employee behavior with company objectives, while participative leadership strengthens commitment and role clarity. Work motivation significantly mediates the relationship between culture, leadership, and performance. The study highlights the strategic importance of motivation in improving organizational effectiveness within the manufacturing sector. Future research should broaden variables and sample coverage to increase generalizability.

Keyword: Organizational Culture, Leadership Style, Work Motivation, Employee Performance

1. Introduction

The dynamic business environment and increasingly intense competition require companies to continuously enhance their organizational performance. According to (Aguinis 2019) on (Tarumingkeng, 2025), performance management is a systematic process for identifying, measuring, and developing individual and team performance, as well as aligning it with organisational objectives. Employee performance is the level of achievement of an individual in terms of the quality and quantity of their work and the fulfilment of their duties and responsibilities in accordance with predetermined criteria. (Susanto et al. 2023). Research conducted by (Salisbury 2025) concluded that organizational culture and leadership style are critical in determining employee performance, with culture contributing most heavily.

Organisational culture according to (Schein 1987), is a set of values, norms, beliefs, and behaviours that are shared by members of the organisation, which shape expected patterns of behaviour and help guide the actions of individuals within the organisation (Zaky et al. 2021). Culture can be recognised in the values contained in the attitudes and behaviour of a person, group, organisation, or work system when employees carry out their duties. (Susanto and Irawan, 2022).

In addition to organisational culture, leadership style also plays a strategic role in influencing employee performance. According to (Bass and Avolio 1994) A transformational leadership style, which is characterized by inspiration, motivation, and support for employees, can encourage employees to achieve higher performance (Jaya et al. 2024). The leadership style implemented in an organisation has a major influence on the culture of communication and employee engagement. (Susanto and Sofyan, 2024) Leaders who are able to provide clear direction, support, and inspiration will contribute positively to the quality of their subordinates' performance. Leadership quality plays an important role in shaping the direction of an organisation and influencing the performance of subordinates. (Rini and Lambang 2025).

However, the influence of organisational culture and leadership style on employee performance is not always direct, as work motivation acts as a psychological factor

that bridges this relationship. According to (Amstrong 2014), motivation is the force and direction of behaviour and the factors that influence people to behave in certain ways (Ansyari and Kasmir, 2018). Motivation is an important element within humans that plays a role in achieving success in human endeavours and work. (Fauzi and Nugroho 2024a). By providing high motivation, leaders in this case also need to provide support for employee self-development so that employees can improve their abilities and skills. (Utami et al. 2024).

PT Indonesia Chemi-Con, as a company engaged in the industrial/manufacturing sector, is highly dependent on the quality of its human resources in carrying out its operational processes. However, in practice, the company still faces challenges in the form of differences in performance between employees, suboptimal levels of work consistency, and fluctuations in work enthusiasm. These conditions indicate that employee performance is not only influenced by technical competence, but also by organisational and managerial behavioural factors.

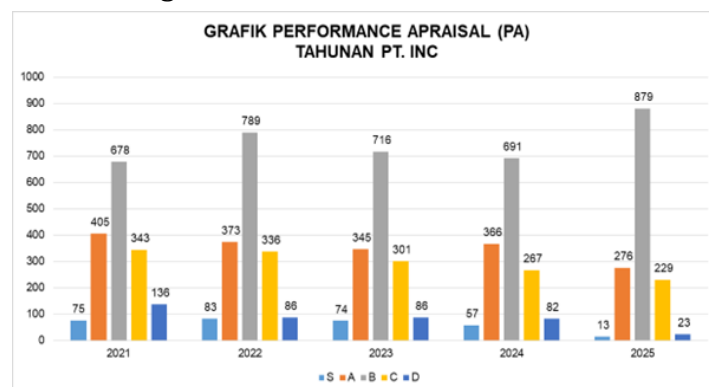


Figure 1. Performance Appraisal Chart
(Primary Data Processed 2026)

2. Theoretical Study

2.1 Organizational Culture

Organisational culture is one of the fundamental aspects that plays an important role in shaping the identity, character, and direction of an organisation or company. (Nuryakin et al. 2025) explains that organizational culture is the foundation of cultural values developed and implemented within a company, where these values are inherent and form an integral part of the company's very existence. A

comprehensive organizational culture is formed from the synergy between the daily behaviour of members and the broader values and systems at the organizational level. (Kurniawati et al. 2025).

(Fauzi and Nugroho, 2024b) states that organizational culture can be understood as a system of shared meanings embraced by all members of the organization. A strong organizational culture has the potential to improve performance. On the other hand, if the organizational culture is weak, it will result in a decline in employee performance. (Purnamasari et al. 2023).

2.2 Leadership Style

Leadership style is one of the important aspects in management science and organisational behaviour. According to (Chasanah 2025), Leadership style can be understood as a form of behaviour exhibited by an individual in their efforts to influence the behaviour of others. (Waedoloh et al. 2022) adding that leadership style is a distinctive approach that a leader possesses in carrying out their leadership role.

Leadership is a process of activities oriented towards the ability to influence people around the leader so that they are willing to be guided in achieving common goals. (Mu'ah et al. 2023). The effective and efficient achievement of objectives signifies the success of a team, which depends on the specific leadership methodology used in guiding the team. (Rasyid et al. 2025).

2.3 Work Motivation

According to (Hasibuan 2019), motivation is a person's drive to work, for example, a large salary, adequate facilities, a supportive leader, a comfortable working environment, pleasant colleagues, and so on. (Zulfahmi and Trimurni 2023). Motivation is a set of attitudes and values that drive individuals to act in order to achieve certain goals. (Apan 2026). Meanwhile, according to (Noor 2013), work motivation is a state or condition that encourages, stimulates or motivates a person to perform a work task assigned to them so that they can achieve the organisation's goals. (Jufrizen and Safani Sitorus 2021).

Work motivation is a driving force that encourages individuals to contribute optimally in supporting the achievement of organisational goals, with the assumption that the success of the organisation in achieving its goals is also in line with the fulfilment of the personal goals of the members of the organisation. According to Maslow, as quoted by (Hasibuan, 2018) said that employee motivation is influenced by physical needs, the need for security and safety, social needs, the need for self-esteem, and the need for self-actualisation. The progress of a company is supported by the performance of its employees. Employee performance is one of the factors that determines the quality and quantity of the products produced by the company. (Susanto and Rohayati 2022).

2.4 Performance

Performance can be understood as the result of the execution of tasks by human resources in accordance with their responsibilities, which is assessed based on the quality and quantity of the work produced. Performance refers to the level of success in carrying out tasks and the ability to achieve predetermined goals. Performance is deemed good and successful if the desired objectives are achieved satisfactorily. (Farrah et al. 2025).

The progress of a company is supported by the performance of its employees. Employee performance is one of the factors that determines the quality and quantity of the products produced by the company. (Susanto and Rohayati 2022). The success of an organization can be influenced by the performance of individual employees. An organisation can improve the performance of its employees in the hope that the company's objectives will be achieved. (Cahayati et al. 2023). Human resources, often considered the most valuable asset, play a crucial role in achieving organisational success. Organizational leaders are faced with the challenge of continuously seeking innovation to improve the performance of their organizations. (Susanto et al. 2025).

3. Research Methodology

This study uses a quantitative approach, which is a research approach that emphasises objective measurement of social phenomena through the processing of numerical data.

The research respondents were 1,100 employees working at various levels, ranging from operational staff and supervisors to managers. The sampling technique used was proportional random sampling. A sampling technique in which every individual in the population has an equal chance of being selected as a sample. (Asrulla et al. 2023). The sample size for this study was determined using the model proposed by (Hair et al. 2017), which states that the minimum sample size that should be used is 5-10 times the total number of latent variables in the path model or 5-10 times the number of indicators (Sayidah, 2022). Hair et al. also recommends a minimum sample size ranging from 100 to 150. (Zuhdi et al. 2016). The largest number of indicators in this study is 24 indicators, namely in the performance variables, so that the sample to be taken based on Hier's opinion is 10 times 24, or 240 respondents.

4. Research Results

This study involved 240 respondents from a population of 1,100 employees at PT Indonesia Chemi-Con, who were selected at random and proportionally across each division to ensure representation from every part of the company. The respondent profiles are outlined in Table 4.1 below to provide an overview of the characteristics of the sample involved. This study involved 240 respondents from a population of 1,100 employees at PT Indonesia Chemi-Con, who were selected at random and proportionally across each division to ensure representation from every part of the company. The respondent profiles are outlined in Table 4.1 below to provide an overview of the characteristics of the sample involved:

Table 1 Respondent Identity

Respondent Identity			
	Description	Frequency	Percentage
Gender	Male	178	74,17%
	Female	62	25,83%
Age	20-25	14	5,83%
	26-30	20	8,33%
	31-35	44	18,33%
	36-40	51	21,25%
	41-45	44	18,33%
	> 45	67	27,92%
Level of Education	SMA/SMK	190	79,17%
	Diploma	13	5,42%
	Bachelor’s Degree	37	15,42%
Working Period	1 - 5 years	35	14,58%
	6 - 10 years	24	10,00%
	11 - 15 years	53	22,08%
	16 - 20 years	38	15,83%
	21 - 25 years	42	17,50%
	>25	48	20,00%
Position	Operator	85	35,42%
	Staff	40	16,67%
	Technician	55	22,92%
	Leader/Foreman	60	25,00%

Source: Processed data (2025)

The analysis tool used in this study was SmartPLS 4 software. (Ringle et al. 2024) which consists of two main stages of analysis, namely the Outer Model and Inner Model. Before testing the relationship between hypotheses, The outer model stage aims to ensure that the measurement instruments used meet the criteria of validity

and reliability. Outer model evaluation is conducted to ensure that research instruments are capable of measuring latent constructs accurately and consistently. The inner model is used for hypothesis testing, which includes testing the coefficient of determination (R^2), testing the direct effect hypothesis, and testing the indirect effect hypothesis. The results of data processing in this study are presented in the following figure.

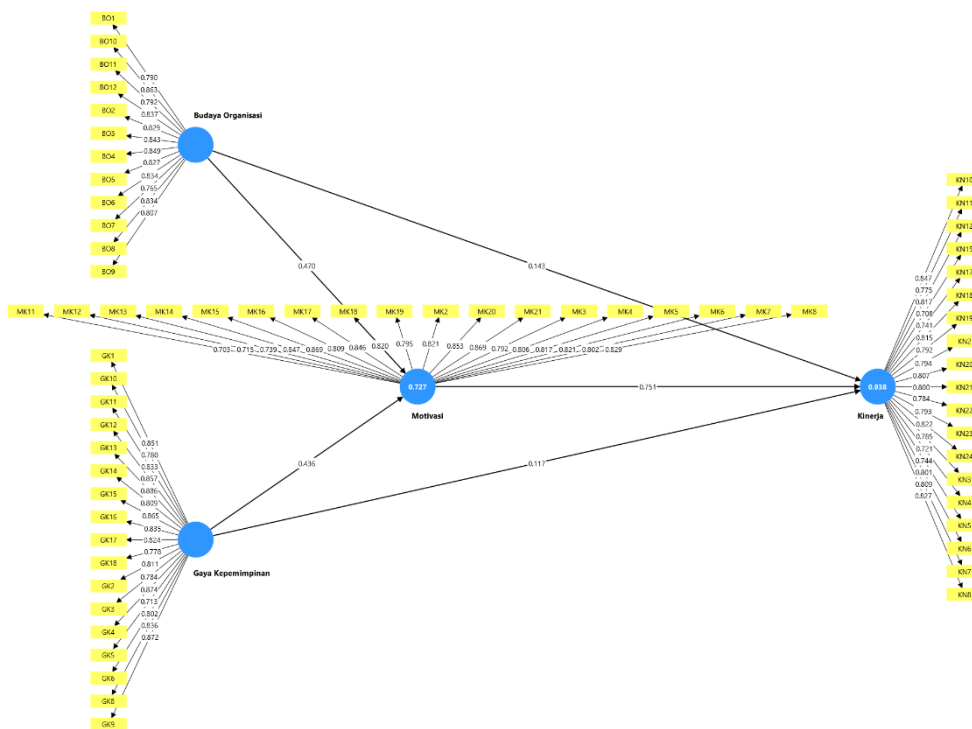


Figure 1 Output Data Processing with SmartPLS
(Data Processing Source with PLS 2026)

4.1. Outer Model Evaluation

4.1.1. Convergent Validity Test

The following presents the outer loading values of each indicator on exogenous and endogenous latent variables obtained through data processing using SmartPLS version 4.0, as shown in the following table:

Table 2 Outer Loading Convergent Validity

Indicator	Organizational Culture	Leadership Style	Performance	Motivation	Desc.
BO1	0,55				Valid

Indicator	Organizational Culture	Leadership Style	Performance	Motivation	Desc.
B02	0,58				Valid
B03	0,59				Valid
B04	0,59				Valid
B05	0,57				Valid
B06	0,58				Valid
B07	0,53				Valid
B08	0,58				Valid
B09	0,56				Valid
B010	0,60				Valid
B011	0,55				Valid
B012	0,58				Valid
GK1		0,59			Valid
GK2		0,56			Valid
GK3		0,54			Valid
GK4		0,61			Valid
GK5		0,50			Valid
GK6		0,56			Valid
GK8		0,58			Valid
GK9		0,61			Valid
GK10		0,54			Valid
GK11		0,58			Valid
GK12		0,60			Valid
GK13		0,62			Valid
GK14		0,56			Valid
GK15		0,60			Valid
GK16		0,58			Valid
GK17		0,57			Valid
GK18		0,54			Valid
KN2			0,55		Valid
KN3			0,55		Valid
KN4			0,50		Valid
KN5			0,52		Valid
KN6			0,56		Valid
KN7			0,56		Valid
KN8			0,57		Valid
KN10			0,59		Valid
KN11			0,54		Valid
KN12			0,57		Valid
KN15			0,49		Valid
KN17			0,51		Valid
KN18			0,57		Valid
KN19			0,55		Valid

Indicator	Organizational Culture	Leadership Style	Performance	Motivation	Desc.
KN20			0,56		Valid
KN21			0,56		Valid
KN22			0,54		Valid
KN23			0,55		Valid
KN24			0,57		Valid
MK2				0,57	Valid
MK3				0,55	Valid
MK4				0,56	Valid
MK5				0,57	Valid
MK6				0,57	Valid
MK7				0,56	Valid
MK8				0,58	Valid
MK11				0,49	Valid
MK12				0,50	Valid
MK13				0,51	Valid
MK14				0,59	Valid
MK15				0,60	Valid
MK16				0,56	Valid
MK17				0,59	Valid
MK18				0,57	Valid
MK19				0,55	Valid
MK20				0,59	Valid
MK21				0,60	Valid

Source: Processed data (2025)

The results of the loading factor test in the second stage showed that all indicators in the constructs of organisational culture, leadership style, motivation and performance had a loading value above 0.50, meaning that all indicators were declared valid. These findings indicate that each indicator is able to adequately reflect the construct being measured, as demonstrated by the strong correlation between indicator scores and latent variables, thereby supporting the fulfilment of construct validity in the measurement model. According to (Haryono, 2016) An indicator is considered valid if it has a loading value above 0.50, which is still acceptable at the instrument development stage.

4.1.2. Reliability Test

The following are the reliability test results using the SmartPLS 4.0 application. The PLS mode evaluation is presented in Table 5 below:

Table 3. Reliability Test

Variable	Cronbach's alpha	Description
Organizational Culture	0,957	Reliable
Leadership Style	0,971	Reliable
Motivation	0,966	Reliable
Performance	0,969	Reliable

Source: Processed data (2025)

The results of the analysis in Table 3 show that the Cronbach's Alpha values for the organisational culture construct are 0.957, leadership style 0.971, motivation 0.966, and performance 0.969. All of these values are above the threshold of 0.60, so it can be concluded that all constructs have a good level of reliability.

4.2 Inner Model Evaluation

4.2.1 Coefficient of Determination Test (R^2)

Based on the results of data processing using SmartPLS, the R-square and adjusted R-square values were obtained as presented in Table 4 below:

Table 4. Test of Coefficient Determination (R^2)

Dependent Variable	R-square	R-square adjusted
Performance	0,938	0,937
Motivation	0,727	0,725

Source: Processed data (2025)

The analysis results show that the R-Square value for the performance variable is 0.938, which means that 93.8% of the performance variation can be explained by the independent variables in the model, while the remaining 6.2% is influenced by other factors outside the model. These findings indicate that the relationship between independent variables and performance is very strong. Meanwhile, the R-Square value for the motivation variable of 0.727 indicates that 72.7% of the variation in work motivation can be explained by the independent variables in the model, while the remaining 27.3% is influenced by external factors. This value

reflects a moderate level of explanation, which means that the model is able to explain some of the factors that influence work motivation, although there are still influences from variables outside the model.

4.2.2 Direct Effect Hypothesis Test

Based on the results of testing the direct influence between variables in this study, the following is presented in Table 5:

Table 5 Testing Direct Effect Hypothesis (Path Coefficients)

Path Coefficient	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics	P values
Organizational Culture → Performance	0.143	0.135	0.059	2.423	0.008
Organizational Culture → Motivation	0.470	0.475	0.088	5.351	0.000
Leadership Style → Performance	0.117	0.122	0.044	2.632	0.004
Leadership Style → Work Motivation	0.436	0.431	0.085	5.133	0.000
Motivation → Performance	0.751	0.754	0.046	16.193	0.000

Source: Processed data (2025)

Based on Table 5, it can be seen that all tested relationships between variables have a direct, positive and significant effect. These results indicate that hypotheses H1, H2, H3, H4, and H5 are accepted, as each t-statistic value is greater than 1.96 and the p-value is less than 0.05.

The results of testing hypothesis H1 show that organisational culture has a positive and significant effect on employee performance, with a path coefficient value of 0.143, a t-statistics value of 2.423, and a p-value of 0.008. These findings indicate that the implementation of a good organisational culture can improve employee performance.

Furthermore, testing hypothesis H2 proved that leadership style has a positive and significant effect on employee performance, with a coefficient value of 0.117,

a t-statistics value of 2.632, and a p-value of 0.004. This shows that effective leadership styles contribute to improved employee performance.

In testing hypothesis H3, the analysis results show that organisational culture has a positive and significant effect on work motivation, with a coefficient value of 0.470, a t-statistics value of 5.351, and a p-value of 0.000. These findings indicate that a strong organisational culture can boost employee motivation.

Testing hypothesis H4 shows that leadership style has a positive and significant effect on work motivation, with a path coefficient value of 0.436, a t-statistics value of 5.133, and a p-value of 0.000. These results indicate that the role of leaders is very important in building and increasing employee motivation.

Furthermore, testing hypothesis H5 proved that work motivation has a positive and highly significant effect on employee performance, with a path coefficient value of 0.751, a t-statistics value of 16.193, and a p-value of 0.000. These findings indicate that work motivation is a dominant factor contributing to improved employee performance.

4.2.3 Hypothesis Testing for Indirect Effects

Based on the results of testing the direct influence between variables in this study, the following is presented in Table 6:

Table 6 Testing the Indirect Effect Hypothesis (Path Coefficients)

Path Coefficient	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics	P values
Organizational Culture → Motivation → Performance	0.353	0.359	0.074	4.780	0.000
Leadership Style → Motivation → Performance	0.328	0.324	0.064	5.121	0.000

Based on Table 6, it can be seen that all relationships between variables tested through indirect effects show positive and significant results. Thus, hypotheses H6 and H7 are accepted, because the t-statistic values are greater than 1.96 and the p-values are less than 0.05.

The results of hypothesis testing H6 show that organisational culture has a positive and significant indirect effect on employee performance through work motivation, with a coefficient value of 0.353, a t-statistic value of 4.780, and a p-value of 0.000. These findings indicate that a strong organisational culture can increase employee motivation, which in turn has an impact on improving performance.

Meanwhile, the results of testing hypothesis H7 prove that leadership style has a positive and significant indirect effect on employee performance through work motivation, with a coefficient value of 0.353, a t-statistic value of 4.780, and a p-value of 0.000. These results indicate that effective leadership styles can increase employee motivation, which ultimately contributes to improved employee performance.

5. Conclusion

The results of the study indicate that organisational culture and leadership style have a positive and significant effect on the performance of PT Indonesia Chemi-Con employees, both directly and indirectly. A strong and consistent organisational culture, characterised by clear values, norms and work habits, can improve employee motivation and performance by encouraging work behaviour that is in line with organisational standards and targets. In addition, an effective, supportive and participatory leadership style has been proven to increase work motivation and strengthen employee commitment and role clarity, which ultimately leads to improved performance.

Furthermore, work motivation has a positive and significant effect on employee performance and has been proven to mediate the influence of organisational culture and leadership style on performance, thus acting as an intervening variable that strengthens the relationship between these variables. Thus, the improvement in the performance of PT Indonesia Chemi-Con employees is not only determined by

organisational culture and leadership style, but also by the organisation's ability to build and maintain employee motivation on an ongoing basis.

Further research is recommended to include other variables that may potentially affect employee performance, such as job satisfaction, organisational commitment, work environment, and compensation systems, in order to obtain a more comprehensive picture. In addition, the use of mixed methods research by adding in-depth interviews or observations can enrich quantitative research results through more contextual qualitative findings. Further research should also expand the scope and number of respondents, both in other work units and in similar companies, so that the research results have a higher level of generalisation.

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