

STRATEGIES FOR IMPROVING EMPLOYEE PERFORMANCE THROUGH STRENGTHENING ORGANIZATIONAL CULTURE, TRANSFORMATIONAL LEADERSHIP AND WORK MOTIVATION

Wahyu Wiguna¹, Nancy Yusnita², Widodo Sunaryo³

^{1,2,3} Universitas Pakuan, Indonesia

¹ Universitas Bina Bangsa, Indonesia

Corresponding E-mail: W_wigunawahyu@yahoo.co.id, haqiqirafsanjani@um-surabaya.ac.id³

Received : 12 December 2024

Published : 28 February 2025

Revised : 21 December 2024

DOI : <https://doi.org/10.54443/morfai.v5i1.2537>

Accepted : 08 January 2024

Publish Link : <https://radjapublika.com/index.php/MORFAI/article/view/2537>

Abstract

This study aims to find strategies and ways to improve the performance of permanent employees at the operator level at the Association of Temporary Storage and Tank Terminal Entrepreneurs (APT3B) of Banten Province. The population in this study were permanent employees at the operator level, with a total of 234 respondents selected using the Multistage Random Sampling method. This study uses a mix method approach, combining quantitative and qualitative methods to analyze the factors that influence the performance of permanent employees at the operator level at APT3B Banten Province. The study population consisted of 234 employees selected using Multistage Random Sampling. Quantitative data were collected through questionnaires and analyzed using path analysis. The qualitative approach was carried out through in-depth interviews with a number of employees and analyzed using thematic analysis. The combination of these two approaches is expected to provide a comprehensive understanding of the influence of organizational culture, transformational leadership, and work motivation on employee performance. Based on the results of the study, organizational culture, transformational leadership, and work motivation have a significant positive effect on employee performance at APT3B. Organizational culture and transformational leadership have a greater direct influence on employee performance, while work motivation acts as an intervening variable with a smaller influence. Strengthening organizational culture and transformational leadership can improve overall employee performance and motivation and support the achievement of organizational goals. This study supports previous findings and provides direction for improving human resource management at APT3B.

Keywords: *Employee performance, Organizational culture, Transformational leadership, Motivation and APT3B Banten Province.*

INTRODUCTION

Employees of the Banten Temporary Storage and Tank Terminal Entrepreneurs Association (APT3B) play a vital role in the operation, safety, and efficiency of temporary storage facilities and tank terminals. They ensure that facilities operate according to safety and environmental standards, carry out routine maintenance, and supervise loading and unloading processes. In addition, they maintain relationships with government, regulatory agencies, and the community, support infrastructure renewal projects, and implement new technologies to improve efficiency. Globally, APT3B's development is driven by technological innovation and market demand, while in Banten, the local petrochemical industry is a key factor. Environmentally friendly practices are now a priority in ensuring the sustainability of APT3B's operations. Employees of the Banten Province Temporary Storage and Tank Terminal Entrepreneurs Association (APT3B) carry out crucial functions in managing temporary storage facilities and tank terminals. Their duties include ensuring smooth operations, maintaining safety, security, facility maintenance, and inventory control. They are also responsible for building relationships with related parties, such as the government and business partners, to support smooth operations. In addition, employees are involved in strategic planning to improve efficiency, including the implementation of new technologies and optimization of work processes. However, the report shows that there are challenges related to human resource performance. These obstacles affect the implementation of operational tasks and functions, thus requiring more attention to improve

STRATEGIES FOR IMPROVING EMPLOYEE PERFORMANCE THROUGH STRENGTHENING ORGANIZATIONAL CULTURE, TRANSFORMATIONAL LEADERSHIP AND WORK MOTIVATION

Wahyu Wiguna et al

overall performance. The factual data that indicates or shows the phenomenon of Human Resources (HR) problems of employees of the Association of Temporary Storage and Storage Tank Terminal Entrepreneurs (APT3B) of Banten Province is the Loading/unloading time data from each company that is a member of the Association of Temporary Storage and Storage Tank Terminal Entrepreneurs (APT3B) of Banten Province. The following is the Loading/Unloading Time data for the last two years (2022-2023):

Table 1 Recapitulation of Average Data on Loading/Unloading of 36 Ton Trucks with a Tank Volume of 42352.94 Liters (in minutes/month) from 2022 to 2023

No	Year	Average	Standard	% Deviation
1	2022	42.30	40	5.7%
2	2023	46.49	40	16.22%
	Average	44.40	40	10.95%

Source: Data processed by researchers in 2024

The percentage deviation (% Deviation) is calculated using the formula $((\text{Average} - \text{Standard}) / \text{Standard}) \times 100\%$ to show how much the value deviates from the standard, which is 40 minutes/month. In 2022, there was a deviation of 5.7% above the standard, while in 2023 the deviation increased to 16.22%. The total average deviation for both years was 10.95%, reflecting a significant deviation that caused one shift not to load a full truck. The average loading/unloading time reached 42.30 minutes (2022) and 46.49 minutes (2023). This discrepancy indicates the need to improve the performance of APT3B human resources. The existing phenomenon, based on the results of a preliminary survey of 30 employees of the Association of Temporary Storage Places and Tank Terminal Entrepreneurs (APT3B) of Banten Province in March 2024, showed a relatively low level of employee performance. Based on the survey results, the average employee performance problem reached 35%. Several indicators are of primary concern. In terms of work efficiency, 40% of employees have difficulty managing time and costs effectively. Work effectiveness is also a problem with 31% of employees having difficulty completing tasks on time and utilizing their skills optimally. In addition, 35% of employees face obstacles in maintaining the quality of work results according to established standards. The quantity of work results is also relatively low, where 32% of employees have not been able to increase work volume optimally. Work productivity is also a challenge with 37% of employees having difficulty meeting time standards and implementing innovative solutions. These results indicate the need for serious attention to improve the performance of APT3B employees.

Employee performance is the work results achieved in carrying out their duties and responsibilities according to company goals (Setyowati & Sofingi, 2022). Performance assessment involves productivity, work quality, initiative, effectiveness, efficiency, and the ability to work together. Good performance plays an important role in increasing organizational productivity and achieving goals efficiently (Sitopu et al., 2021). Research by Yohannes et al. (2023) shows that a positive organizational culture has a significant impact on employee performance. A supportive work environment increases employee satisfaction, collaboration, and dedication. In addition, Muhammad (2023) found that transformational leadership style, through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, has a significant influence on improving performance. Employees who feel appreciated and inspired by positive culture and leadership will be more enthusiastic about working and contributing to the success of the organization. Syaiful's research (2023) shows that work motivation significantly affects employee performance. Motivated employees are more enthusiastic, productive, and effective in their work. Motivational factors include recognition, rewards, career development opportunities, and a positive work environment. Leaders who are able to motivate create an inclusive and productive work atmosphere. In addition, personal values and goals also contribute to motivation, encouraging employees to be more dedicated in achieving organizational goals.

Table 2 Research Gap

Types of Research Gaps	Researcher	Findings	Mismatch
Organizational Culture and Employee Performance	The Last Supper (2023)	Organizational culture has a positive and significant influence on employee	There is no in-depth exploration of the variation in the influence of

STRATEGIES FOR IMPROVING EMPLOYEE PERFORMANCE THROUGH STRENGTHENING ORGANIZATIONAL CULTURE, TRANSFORMATIONAL LEADERSHIP AND WORK MOTIVATION

Wahyu Wiguna et al

Types of Research Gaps	Researcher	Findings	Mismatch
		performance (t-statistic = 2.543; p-value = 0.011; correlation = 0.448).	organizational culture based on different industry sectors.
	(2022)	Organizational culture has a positive and significant influence on employee performance (t-count = 2.751; p-value = 0.00; coefficient = 0.321).	The research is limited to the government sector so that generalization to the private sector is less strong.
	Ramadhiansah et al. (2022)	Organizational culture has a positive and significant influence on employee performance (t-count = 2.399; p-value = 0.02; coefficient = 0.282).	Lack of analysis of the interaction of organizational culture with other factors such as leadership or work motivation.
Transformational Leadership and Employee Performance	Bustomi et al. (2022)	Transformational Leadership has a positive and significant influence on employee performance (t-count = 3.064; p-value = 0.003; coefficient = 0.253).	There is no analysis of the moderating effects of other variables such as motivation or job satisfaction on this influence.
	Niutami & Suwarsi (2023)	Transformational Leadership has a positive and significant influence on employee performance (t-count = 3.587; p-value = 0.001; coefficient = 0.976).	The research focuses on the millennial generation so the relevance to other generations has not been discussed.
	Uly et al. (2023)	Transformational Leadership has a positive and significant influence on employee performance (t-count = 2.377; p-value = 0.022; coefficient = 0.394).	There is no discussion regarding the influence of transformational leadership in cross-cultural work team conditions.
Work Motivation and Employee Performance	Kosala et al. (2023)	Work motivation has a positive and significant influence on employee performance (t-count = 10.727; p-value = 0.000; coefficient = 0.461).	Does not explore how work motivation variables interact with other organizational factors.
	Awwali et al. (2024)	Work motivation has a positive and significant influence on employee performance (t-statistic = 3.807; p-value = 0.000; correlation = 0.290).	Lack of exploration of the impact of work motivation on non-financial performance aspects.
	The Story of the Two Sisters (2022)	Work motivation has a positive and significant influence on employee performance (t-count = 3.403; p-value = 0.002; coefficient = 0.907).	There is no longitudinal analysis to see the long-term effects of work motivation on performance.
Organizational Culture and Work Motivation	Sutoro (2020)	Organizational culture has a positive and significant influence on work motivation (t-count = 6.012; p-value =	There is no analysis of how variations in organizational culture in a multinational work environment affect

STRATEGIES FOR IMPROVING EMPLOYEE PERFORMANCE THROUGH STRENGTHENING ORGANIZATIONAL CULTURE, TRANSFORMATIONAL LEADERSHIP AND WORK MOTIVATION

Wahyu Wiguna et al

Types of Research Gaps	Researcher	Findings	Mismatch
		0.000; coefficient = 0.346).	work motivation.
	Firanti et al. (2021)	Organizational culture has a positive and significant influence on work motivation (t-count = 3.256; p-value = 0.001; coefficient = 0.260).	The research is limited to the scope of the university so the results cannot be generalized to the business sector.
	Paramata et al. (2023)	Organizational culture has a positive and significant influence on work motivation (t-count = 9.731; p-value = 0.000; coefficient = 0.719).	Does not discuss the influence of organizational culture in the context of different local cultures.
Transformational Leadership and Work Motivation	The Last Supper (2020)	Transformational Leadership has a positive and significant influence on work motivation (p-value = 0.000; coefficient = 1.090).	Lack of analysis of the role of transformational leadership in different generations of workers (baby boomers, Gen Z).
	The Great Son & The Great Sudibya (2020)	Transformational Leadership has a positive and significant influence on work motivation (t-count = 2.668; p-value = 0.000).	There is no discussion of the influence of transformational leadership on companies with complex hierarchies.

Based on the background of the problem that has been described, this study aims to answer a number of main questions related to the influence of various factors on employee performance. First, is there a direct influence of organizational culture on employee performance? Second, does transformational leadership directly affect employee performance? Third, does work motivation have a direct influence on employee performance? Furthermore, this study will also explore the influence of organizational culture on work motivation directly, as well as the direct influence of transformational leadership on work motivation. In addition, this study considers the indirect influence of organizational culture on employee performance through work motivation. The study will evaluate whether transformational leadership has an indirect influence on employee performance through work motivation. This study is expected to provide a comprehensive understanding of the relationship between these variables.

THEORETICAL BASIS

Before presenting the framework and research hypotheses, Grand Theory, Middle Theory, and Applied Theory that are relevant to the research variables are discussed. Grand Theory, such as Human Resource Management (HRM) theory, focuses on strategically managing human resources to support organizational goals (Ivancevich; Hasibuan; Cushway; Milkovich & Boudreau). Middle Theory, such as Organizational Behavior, studies individuals and groups within organizations to understand, predict, and manage human behavior optimally (Robbins & Judge). Applied Theory, such as the "Integrative Model of Organizational Behavior" by Colquitt et al. (2019), offers a practical approach to explaining specific phenomena. Organizational behavior also includes group dynamics and individual interactions within an organized system, supporting organizational efficiency and harmony (McDavid & Gibson).

Employee performance

Employee performance includes how well individuals or groups carry out tasks and responsibilities, including productivity, work quality, initiative, creativity, and commitment to company goals. High performance contributes to a company's efficiency, innovation, and competitive advantage, while low performance can hinder progress. Effective performance management is essential to ensure employees have the necessary skills and motivation. According to Colquitt, Lepine, & Wesson (2022), employee performance includes the ability to complete tasks with good quality according to standards. Robbins & Judge (2023) added that this involves effectiveness, efficiency, and productivity. Walston & Johnson (2022) define performance as work results

compared to predetermined targets and criteria. Performance is also influenced by a combination of resources, individual abilities, and organizational system support (Marchington et al., 2021). Based on the definitions of performance according to experts, employee performance is a concrete and measurable work result that can be achieved by an employee from an activity carried out according to the tasks and responsibilities given to him to achieve organizational goals. Through 5 indicators and indicators, namely, (1) Work Efficiency, (2) Work Effectiveness, (3) Quality of Work Results, (4) Quantity of Work Results, and (5) Work Productivity.

Organizational Culture

Organizational culture encompasses the values, norms, beliefs, and behaviors that shape a company's identity, influencing employee interactions, motivation, and performance. A strong culture supports retention, collaboration, and corporate image. Ashkanasy, Wilderom & Peterson (2010) define it as the values, norms, beliefs, and behaviors that shape the work environment. Robbins & Judge (2023) refer to organizational culture as shared values and norms that shape behavior and support decision making. Schein (2017) adds that culture develops from shared learning patterns in groups. McShane & Von Glinow (2019) see it as a system of meaning that distinguishes an organization. Tessier (2021) emphasizes interactions between members in shaping culture. Kinicki & Fugate (2018) and DuBrin (2019) define it as values and norms that guide work behavior and interactions within an organization. Based on the definitions of Organizational Culture according to experts, Organizational Culture is a system of shared meanings that are adopted and developed to overcome problems, adapt to external and internal integration that will influence work attitudes and behavior as well as relationships between members, which become the strength of the organization's members and differentiate it from other organizations, with the following indicators: (1) *Artifacts* (Artifacts), (2) Espoused Beliefs and Values, (3) Underlying Assumption.

Transformational Leadership

Transformational Leadership focuses on inspiring, motivating, and directing teams to achieve common goals in innovative ways. Robbins & Judge (2023) call this style transforming individuals through inspiration and trusting relationships. Colquitt, Lepine & Wesson (2018) assert that this style motivates subordinates to develop their potential. Pearce & Locke (2023) emphasize the leader's vision that is in line with individual and group values. Johnson & Walston (2022) outline the role of transformational leadership in improving organizational performance and commitment. McShane & Von Glinow (2019) highlight the development of an inspiring vision. Luthans et al. (2021) call it the ability to provide equal development. Elsbach et al. (2016) state that this style enhances the full potential of followers and group performance. Based on the definitions of transformational leadership according to experts, transformational leadership is the behavior of leaders who change the values, beliefs and needs of their followers by inspiring all members to commit to achieving organizational goals through developing their potential by leading to superior performance in facing demands for organizational renewal and change, with the following indicators: (1) Leaders who set an example (Idealized influence), (2) Leaders who increase enthusiasm (Inspirational Motivation), (3) Leaders who develop analytical thinking (Intellectual Stimulation), (4) Leaders who take an individual approach (Individualized Consideration).

Work Motivation

Work motivation is an internal or external drive that drives individuals to achieve work goals and optimal performance. Armstrong & Taylor (2023) refer to motivation as a process that triggers and maintains behavior towards organizational goals. Bassett-Jones (2023) emphasizes its role in driving employee behavior. Ghosh et al. (2023) refer to intrinsic and extrinsic factors as drivers of performance and job satisfaction. DuBrin (2019) defines it as a psychological force involving goals, needs, and satisfaction. Griep & Hansen (2020) highlight motivation as the drive to pursue economic, psychological, or personal goals. Ross (2021) emphasizes rewards as an important element of motivation. Scandura (2018) adds that motivation drives action towards achieving goals. By understanding motivation, companies can improve employee performance and job satisfaction. Based on the definitions of work motivation according to the experts above, it can be synthesized Work motivation is an internal process that triggers, directs, and maintains employee behavior to achieve organizational goals, with the indicators are, (1) Basic Employee Needs, (2) Employee Interests, (3) Employee Pleasure, (4) Working Conditions, (5) Reward System, (6) Forms of Punishment.

Framework

This research analyzes in a structured manner the research problems based on theoretical studies that are connected to the influence between interrelated variables, namely:

1. Influence Direct Impact of Organizational Culture on Employee Performance

Organizational culture is a collection of values, norms, and behaviors that shape an organization's identity, influencing employee productivity, innovation, and satisfaction. A positive culture encourages collaboration, motivation, and performance, while a negative culture leads to dissatisfaction and stagnation. Research by Lestari & Andani (2023) shows that organizational culture has a significant effect on employee performance. Similar findings were expressed by Umasangaji et al. (2022) and Haeruddin et al. (2022), who emphasized that organizational culture is important in shaping performance. Based on this, strengthening organizational culture is thought to be able to improve employee performance.

H1 : There is a direct positive influence of Organizational Culture on Performance of APT3B Employees

2. The Direct Influence of Transformational Leadership on Employee Performance

Transformational leadership motivates and inspires employees to achieve organizational goals through self-development, innovation, and creativity. With indicators such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, this leadership style builds strong relationships, encourages loyalty, and improves employee performance. Research by Bustomi et al. (2022) and Niutami & Suwarsi (2023) confirms the significant influence of transformational leadership on employee performance, especially the millennial generation. Strengthening this leadership style is expected to increase employee productivity, motivation, and involvement in achieving organizational goals.

H2 : There is a direct positive influence of Transformational Leadership on Performance of APT3B Employees

3. Influence Direct Work Motivation to Employee Performance

Work motivation, both intrinsic and extrinsic, is the drive that drives individuals to achieve goals and work with dedication. Indicators include intrinsic and extrinsic motivation. High motivation increases employee enthusiasm, productivity, and creativity, while decreased motivation can have a negative impact on performance. Research by Kosala et al. (2023) and Awwali et al. (2024) shows a significant effect of work motivation on employee performance. These findings emphasize the importance of motivation in increasing productivity and organizational success. Strengthening work motivation is expected to drive employee performance optimally.

H3 : There is a direct positive influence of Work Motivation on Performance of APT3B Employees

4. Influence Direct Organizational Culture on Work Motivation

Organizational culture includes norms, values, and behaviors that influence the work environment, motivation, and employee satisfaction. A positive culture supports collaboration, innovation, and work motivation, while a negative culture can decrease employee engagement. Research by Sutoro (2020) and Firanti et al. (2021) shows that organizational culture has a significant influence on work motivation. Juliningrum & Sudiro (2014) also emphasized that a good organizational culture increases employee work motivation. Therefore, strengthening organizational culture is believed to be able to significantly increase work motivation.

H4 : There is a direct positive influence of Organizational Culture on Work Motivation of APT3B Employees

5. The Direct Influence of Transformational Leadership on Work Motivation

Transformational leadership emphasizes vision, inspiration, and employee development to achieve common goals. This style motivates subordinates through strong communication, positive role models, and support for professional growth. Kartawidjaja (2020) showed a significant influence of transformational leadership on work motivation. Mahadewi & Netra (2020) stated that this style improves employee performance, while Praditya & Sudibya (2019) emphasized that transformational leadership encourages higher work motivation. Strengthening this leadership style is expected to increase work motivation and productivity, making the work environment more dynamic and innovative.

H5 : There is a direct positive influence of Transformational Leadership on Work Motivation of APT3B Employees

6. Influence Indirect Impact of Organizational Culture on Employee Performance Through Work Motivation

Organizational culture is a system of shared meaning that helps solve problems and influences work attitudes and behaviors, with indicators: 1) Artifacts, 2) Beliefs and Values held, 3) Basic Assumptions. Employee performance is a measurable work result, with indicators: 1) Efficiency, 2) Effectiveness, 3) Quality, 4) Quantity, 5) Work productivity. Work motivation encourages individuals to contribute, with indicators: 1)

Intrinsic motivation, 2) Extrinsic motivation. The indirect influence of organizational culture on employee performance through work motivation shows a mutually reinforcing relationship in improving performance.

H6 : There is a positive indirect influence of Organizational Culture on Performance through Motivation Work on APT3B Employees

7. Influence Indirect Effect of Transformational Leadership on Employee Performance Through Work Motivation

Transformational leadership changes the values and needs of its followers to achieve organizational goals through self-potential development, with indicators: 1) Leader role model, 2) Increasing enthusiasm, 3) Analytical thinking, 4) Individual approach. Employee performance is a measurable work result, with indicators: 1) Efficiency, 2) Effectiveness, 3) Quality, 4) Quantity, 5) Productivity. Work motivation encourages individuals to contribute, with indicators: 1) Intrinsic motivation, 2) Extrinsic motivation. Transformational leadership increases work motivation which in turn increases employee performance.

H7 : There is a positive indirect influence of Transformational Leadership on Performance through Work Motivation on APT3B Employees

Based on the description above, it can be assumed that Transformational leadership influences employee performance through work motivation. Effective leaders motivate and inspire employees, increasing commitment and productivity, which leads to improved performance. The research paradigm describes the relationship between organizational culture, transformational leadership, work motivation, and employee performance, depicted as below:

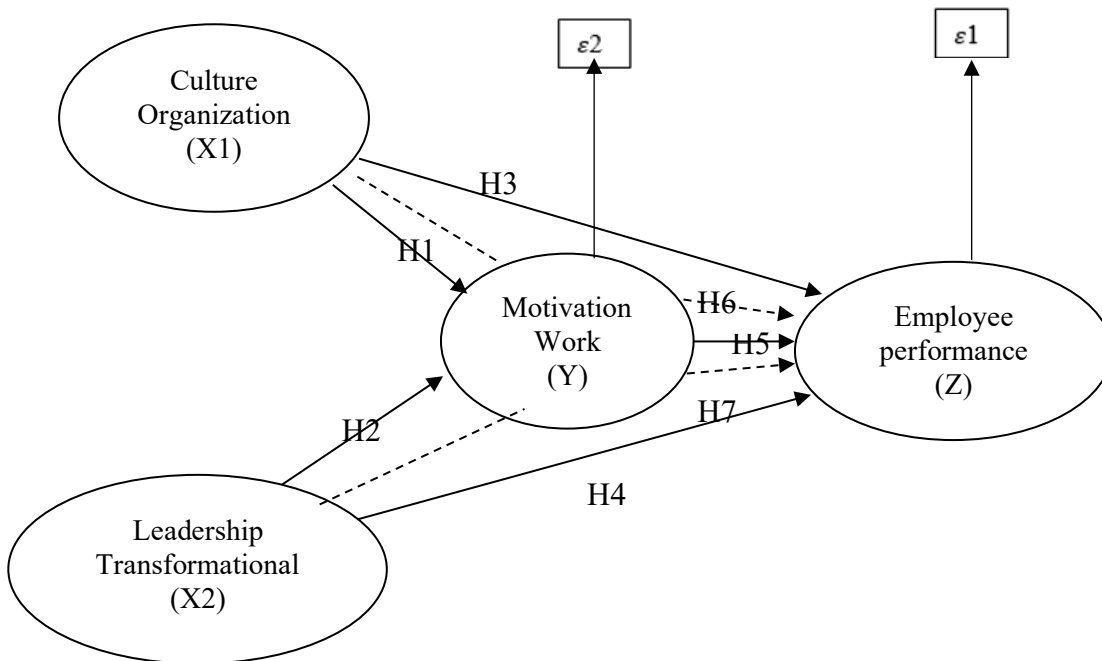


Figure 1 Thinking Framework

Hypothesis

Hypothesis is a temporary answer to the formulation of research problems, based on theory and literature, which is tested empirically (Sugiyono, 2018). The research hypothesis is as follows:

- H1 : There is a direct positive influence of Organizational Culture on Performance of APT3B Employees
- H2 : There is a direct positive influence of Transformational Leadership on Performance of APT3B Employees
- H3 : There is a direct positive influence of Work Motivation on Performance of APT3B Employees
- H4 : There is a direct positive influence of Organizational Culture on Work Motivation of APT3B Employees
- H5 : There is a direct positive influence of Transformational Leadership on Work Motivation of APT3B Employees
- H6 : There is a positive indirect influence of Organizational Culture on Performance through Motivation Work on APT3B Employees
- H7 : There is a positive indirect influence of Transformational Leadership on Performance through Work Motivation on APT3B Employees

RESEARCH METHODOLOGY

Types of research

This research uses a mixed method approach., *which combines quantitative and qualitative methods. The quantitative approach relies on numerical data obtained through a Likert scale to describe the characteristics of research variables descriptively (Sugiyono, 2018). Meanwhile, the qualitative approach is used to explore more deeply the cause-and-effect relationships of the problems studied, providing a deeper understanding of the context and factors that influence the variables tested. The combination of these two approaches allows researchers to obtain a more comprehensive analysis of the phenomenon being studied.*

Place and Time of Research

This research was conducted at the Association of Temporary Storage and Storage Tank Terminal Entrepreneurs (APT3B) of Banten Province, which accommodates entrepreneurs in the storage and storage tank terminal sector. APT3B aims to facilitate the interests of its members in the logistics and warehousing sector, bridge communication with the government, and encourage the development of infrastructure and regulations. The association also serves as a forum for sharing knowledge and promoting safety and environmental standards. APT3B consists of 19 companies located in Merak, Serang, Banten. The research period was nine months from November 2023 to August 2024.

Population and Sample

The population of this study was employees at the Association of Temporary Storage and Storage Tank Terminal Entrepreneurs (APT3B) of Banten Province, which consists of 19 companies with a total of more than 10,000 employees (Sugiyono, 2019). The sample selection technique used multistage random sampling because the data was not homogeneous and not normally distributed. The sampling process was carried out in stages: first, dividing the companies into 3 industry groups; second, selecting the number of permanent and non-permanent employees; third, selecting permanent employees at the operator level in the terminal department.

Quantitative Methods

Data collection technique

The data collection technique in this study uses the main research instruments in the form of questionnaires, namely 1) employee performance instruments, 2) organizational culture instruments, 3) transformational leadership instruments, 4) work motivation instruments. Instrument estimation is carried out using the Rating Scale and Likert Scale with five response decisions that can be seen in the table below:

Table 2 Rating Scale for Employee Performance instrument.

Rating Scale	Description
SL= Always	activities/behaviors that are carried out continuously
SR= Often	activities/behaviors that are almost always (mostly) done
KD= Sometimes	activities/behaviors that are sometimes done and sometimes not
PR= Once	activities/behaviors that have only been done 1-2 times during a certain period
TP= Never	never continuously do the activity/behavior

Table 3 Likert Scale for Transformational Leadership Instrument, Organizational Culture, Work Motivation

Likert Scale	Information
SS = Strongly Agree	Fully agree with the contents of the statement
ST = Agree	Agree with almost all of the contents of the statement
RR = Hesitant	Unable to decide whether to agree or disagree with the contents of the statement
TS = Disagree	Disagree with almost all of the contents of the statement
STS = Strongly Disagree	Means not fully agreeing with the contents of the statement

Data Analysis

The analysis methods in this study include descriptive analysis, analysis requirements test, and PLS-SEM. Descriptive analysis describes data with statistics such as mean and standard deviation. Analysis requirements test includes variance homogeneity test and linearity test of relationships between variables. PLS-SEM, according to Hair et al. (2022), is used for structural models with latent variables, suitable for non-normal data and small

samples, following the "10 Times Rule" guidelines for sample size. Ghazali (2021) explains five stages of PLS: (1) conceptualization of the structural model (inner model), (2) conceptualization of the measurement model (outer model), (3) creation of path diagrams, (4) conversion of path diagrams to equations, and (5) model estimation using bootstrapping. Model evaluation is carried out to test the suitability of the model, both the measurement model (outer model) and the structural model (inner model). PLS can confirm the theory and explain the relationship between latent variables.

HipStatistics Thesis

Hypothesis testing aims to determine whether the proposed hypothesis is accepted or rejected based on the sample results. The decision is made by looking at the t-statistic and probability values, with the following criteria: if the t-statistic > t-table (1.96) and $p < 0.05$, H_0 is rejected and H_a is accepted; if the t-statistic < t-table and $p > 0.05$, H_0 is accepted and H_a is rejected. This study examines the causal relationship in the research model and examines the role of mediating variables between the independent and dependent variables. The mediating variable explains the transformation process that occurs before the influence of the independent variable is felt on the dependent variable (Ghozali, 2021). The bootstrapping resampling method is used to conduct hypothesis testing on SEM-PLS because it does not require normally distributed data, the hypothesis is as follows:

1. The direct influence of organizational culture on employee performance is stated in the following hypothesis.
 $H_0: \beta_{14} \leq 0$ There is no direct positive influence of Organizational Culture on Employee Performance
 $H_1: \beta_{14} > 0$ There is a direct positive influence of Organizational Culture on Employee Performance
2. The direct influence of Transformational Leadership on Employee Performance is stated in the following hypothesis.
 $H_0: \beta_{24} \leq 0$ There is no direct positive influence of Transformational Leadership on Employee Performance
 $H_1: \beta_{24} > 0$ There is a direct positive influence of Transformational Leadership on Employee Performance
3. The direct influence of work motivation on employee performance is stated in the following hypothesis.
 $H_0: \beta_{34} \leq 0$ There is no direct positive influence of Work Motivation on Employee Performance
 $H_1: \beta_{34} > 0$ There is a direct positive influence of Work Motivation on Employee Performance
4. The direct influence of organizational culture on work motivation is stated in the following hypothesis.
 $H_0: \beta_{13} \leq 0$ There is no direct positive influence of Organizational Culture on Work Motivation
 $H_1: \beta_{13} > 0$ There is a direct positive influence of Organizational Culture on Work Motivation
5. The direct influence of Transformational Leadership on Work Motivation is stated in the following hypothesis.
 $H_0: \beta_{23} \leq 0$ There is no direct positive influence of Transformational Leadership on Work Motivation
 $H_1: \beta_{23} > 0$ There is a direct positive influence of Transformational Leadership on Work Motivation
6. The indirect influence of Organizational Culture on Employee Performance through Work Motivation is stated in the following hypothesis.
 $H_0: \beta_{14.3} \leq 0$ There is no positive indirect influence of Organizational Culture on Employee Performance through Work Motivation
 $H_1: \beta_{14.3} > 0$ There is a positive indirect influence of organizational culture on employee performance through work motivation.
7. The indirect influence of Transformational Leadership on Employee Performance through Work Motivation is stated in the following hypothesis.
 $H_0: \beta_{24.3} \leq 0$ There is no positive indirect influence of Transformational Leadership on Employee Performance through Work Motivation
 $H_1: \beta_{24.3} > 0$ There is a positive indirect influence of Transformational Leadership on Employee Performance through Work Motivation

Qualitative Analysis

Qualitative research, according to Sugiyono (2018), uses data in the form of words, sentences, images, or stories that are given interpretive meaning. Qualitative analysis can compare quantitative data, and this study uses the "Sequential Explanatory" method, which begins with quantitative research and continues with qualitative research. The aim is to evaluate the similarities or differences between quantitative and qualitative data on the Employee Performance variable at the APT3B Serang Banten operator level. If the results of quantitative research show high performance, qualitative analysis will be carried out to ensure the conformity or difference in the results. Specifically, qualitative analysis aims to identify similarities or differences in the sub-indicators of independent and dependent variables according to the research constellation. Quantitative data collection is carried out by collecting the average score of each sub-indicator of the Employee Performance variable and independent variables that have a strong correlation (≥ 0.60) with the variable.

Qualitative Data Collection

This study used the Delphi Technique to collect individual thoughts to reach an agreement. The research subjects consisted of 4-6 employees who were selected randomly. The questions were determined based on the highest correlation coefficient between the item score and the total score of the variable. Questions were asked through direct interviews or other media. Answers were collected, summarized, and classified using the Likert Scale. The verification process was carried out by Human Resource Management (HRM) experts. The conclusions from the qualitative research were then compared with the results of the quantitative research to identify similarities or differences.

RESEARCH RESULTS AND DISCUSSION

Description of Research Result Data

The results of the research in this chapter are presented based on the analysis of the research hypothesis testing. The research data are scores obtained by filling out a questionnaire on 234 respondents who are Permanent Employees of the APT3B Operator Level in Banten Province. The survey data were then analyzed and processed. The data analysis stage that has been carried out includes two stages, namely the preliminary stage using descriptive statistical tests and the hypothesis testing stage using inferential statistics which is then continued with testing the research model (Model Fit). Descriptive statistics are used to describe the data of each variable individually, while inferential statistics are used to describe data between variables. The research results described in this chapter include: 1) descriptive statistics of the four variables, namely Employee Performance, Organizational Culture, Transformational Leadership and Motivation; 2) testing of analysis prerequisites, namely Normality, Homogeneity and Linearity tests; 3) testing of research hypotheses; 4) qualitative analysis; 5) discussion of research results; 6) Limitations of research results.

Quantitative Analysis

Employee performance

The results of employee performance measurement conducted through a questionnaire with 36 instrument items, obtained descriptive data describing employee performance in 234 respondents. The average performance score was 147.670, with a maximum value of 180 and a minimum of 72. Most employees (70.51%) had good to very good performance (score 132-180), while 11.54% had low performance (score < 120). Based on the frequency distribution, employees with the best performance were in the score range of 144-155 (34.62%). The histogram graph shows a significant concentration of performance at scores 144-155, but there is a sharp decline in the next value category. Assessment of employee performance indicators shows that the average score of the Quality of Work Results indicator is the highest (4.12), followed by Quantity of Work Results and Work Efficiency (4.11). Work Productivity obtained the lowest average score (4.07), although it is still in the "Good" category.

Based on the data displayed, a histogram graph can be constructed as shown in Figure 2.

Employee performance.

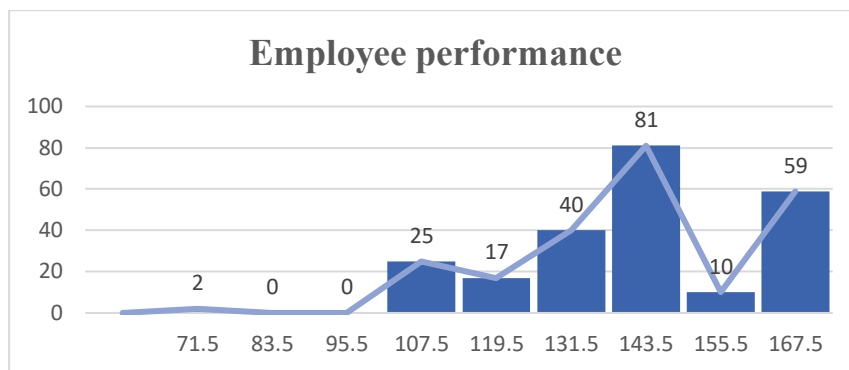


Figure 2. Employee Performance Histogram

The graph above illustrates employee performance based on value categories. The peak employee concentration is at a value of 143.5, with 81 individuals, while a value of 155.5 only records 10 employees. The lowest value, 71.5, only records two employees. Based on the 36-question instrument, the empirical median score (126) is higher than the theoretical median (108), indicating relatively high employee performance. Based on the questionnaire results from 234 respondents, the author provides an average score assessment to classify the answers. The scale of the score ranges from "Very Good" (4.3–5.0) to "Very Poor" (1.0–1.7). The average score results show that overall employee performance is 4.10, which is included in the "Good" category. The "Quality of Work Results" indicator has the highest score (4.12), with the "In Accordance with Specified Specifications" sub-indicator recording the highest score (4.13). Other indicators, such as "Quantity of Work Results" and "Work Efficiency," obtained an average score of 4.11. Meanwhile, the "Work Productivity" indicator recorded the lowest score (4.07), although it is still in the "Good" category, indicating potential improvements in productivity.

Work Motivation

Based on the measurement results of the Motivation variable from 234 respondents, the average value (Mean) for motivation is 148.979, with a middle score (Median) of 126 and the most frequent score (Mode) of 144. The Standard Deviation of 20.933 indicates a variation in scores, while the Kurtosis of 0.527 indicates a distribution higher than the normal distribution. Skewness of -0.416 indicates a distribution slightly skewed to the left. The range between the lowest score of 72 and the highest score of 180 is 108. The majority of respondents have good work motivation, with 35.90% having scores between 144 and 155, and 24.79% in the highest score range of 168 to 180. A small portion, namely 0.85%, has low work motivation (score 72–83). As many as 67.52% of employees have good to very good work motivation, while 8.55% have low motivation. Based on the data displayed, a histogram and polygon graph can be constructed as shown in Figure 3.

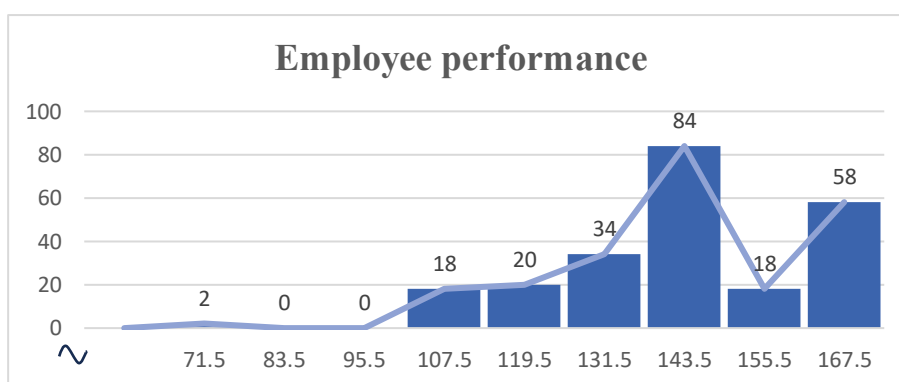


Figure 3 Histogram of Work Motivation

The distribution graph of work motivation shows that the majority of employees have very good work motivation, with 84 individuals in the 143.5 value category. Very low work motivation was recorded in two employees with a value of 71.5. The empirical median score (126) is higher than the theoretical median (108), indicating that work motivation in this study is classified as high. Based on the results of distributing questionnaires to 234 respondents, an average assessment was obtained for the Work Motivation variable. The

categorization of the value scale for qualitative assessments uses five categories: Very Good, Good, Average, Less, and Very Less. As for the quantitative value scale, the score range of 4.3–5.0 is included in the "Very Good" category, 3.5–4.2 is "Good," and so on. The average score results for the Work Motivation indicator show an average score of 4.13, which is included in the "Good" category. Extrinsic Motivation has the highest average score of 4.14, with the "Reward System" sub-indicator reaching 4.15. Intrinsic Motivation obtained an average score of 4.13, with the "Employee Interest" and "Employee Pleasure" sub-indicators each getting a score of 4.14. Overall, the results show that internal and external factors motivate employees well, although the company can continue to improve motivation to achieve optimal performance. (Source: Data processed by the author, 2024).

Organizational Culture

Based on the measurement results of the Organizational Culture variable from 234 respondents, the average value (mean) is 143.27, with the highest score of 175 and the lowest 70. The score range is 105, and the empirical median score is 122.5. The mode, which is the most frequently occurring value, is 140. The standard deviation of 19.389 indicates the distribution of data, while the skewness of -0.273 indicates that the data distribution tends to be skewed to the left. Most employees, namely 104 people (44.44%), are in the score range of 132–143, reflecting a good perception of organizational culture. Meanwhile, 41 employees (17.52%) show a very high perception with a score of 168–179. A small number of employees (3.85%) have a low perception (score below 108). Overall, 62.82% of employees have a good to very good perception of organizational culture. (Source: Data processed by the author, 2024). Based on the data displayed, a histogram and polygon graph can be constructed as shown in Figure 4.

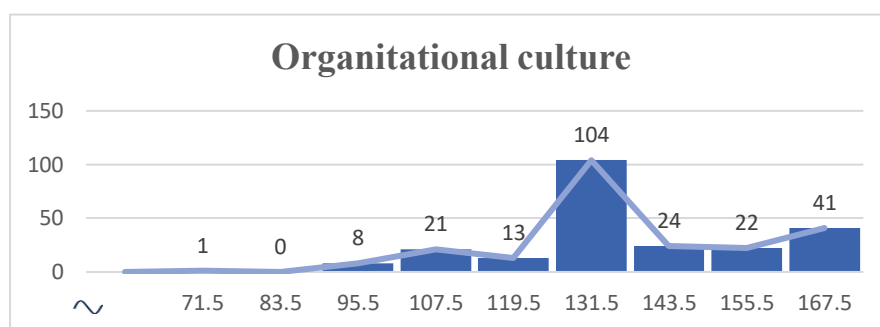


Figure 4 Histogram of Organizational Culture

The graph shows the distribution of organizational culture with peak values in categories 131.5 (104 respondents) and 167.5 (41 respondents), indicating strong consensus and high acceptance of organizational culture. The empirical median score (122.5) is higher than the theoretical median score (105), indicating a higher distribution of scores, indicating that the organizational culture in this study is classified as high (Source: Data processed by the author, 2024). Based on the questionnaire from 234 respondents, the average value of the organizational culture score is grouped into the following categories: BS (Very Good), B (Good), S (Moderate), K (Poor), and KS (Poor). Quantitative assessment shows categories of 4.3-5.0 for "Very Good", and 3.5-4.2 for "Good". Based on the results of the average score of the indicators and sub-indicators, the organizational culture variable obtained an average score of 4.09, which is included in the "Good" category. The Artifact indicator obtained the highest score of 4.11, with the sub-indicator "Organizational physical environment" recording a score of 4.12. Beliefs and Values adopted and Basic Assumptions each received an average score of 4.09, indicating good acceptance of innovation, stability, and orientation towards results. Overall, organizational culture was assessed as good with a score of 4.09, indicating positive performance in various aspects of the organization.

Transformational Leadership

Based on the questionnaire with 234 respondents, the statistical description of the Transformational Leadership variable shows a maximum value of 180 and a minimum of 72, with a range of 108. The average score (mean) is 149.021, indicating a fairly high score. The middle score (median) is 126, with a mode at 144, which often appears in the data distribution. The standard deviation of 21.515 indicates moderate variation. The skewness value (-0.276) indicates that the data distribution is slightly skewed to the left, while the kurtosis (-0.277) indicates a distribution that is close to normal. The total score is 34,871. The frequency distribution table reveals that the

majority of respondents (65.38%) rated transformational leadership as good to very good (score 144-180). Only 1.28% of respondents rated below 108. Thus, most respondents gave a positive assessment of transformational leadership (Source: Data processed by the author, 2024). Based on the data displayed, a histogram and polygon graph can be constructed as shown in Figure 5.

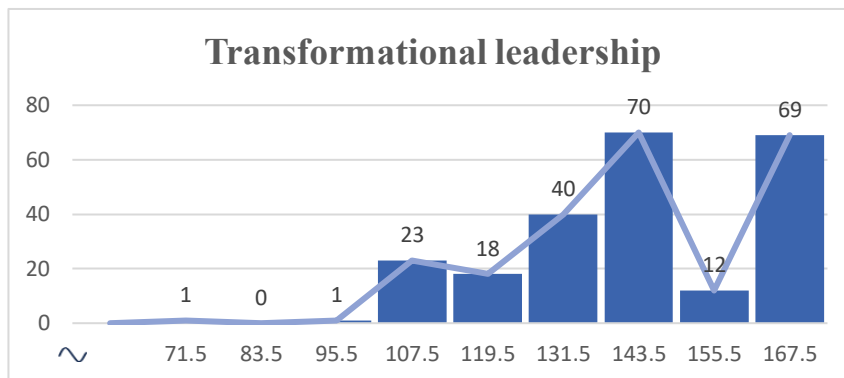


Figure 5 Histogram of Transformational Leadership

The distribution graph of transformational leadership shows that the majority of respondents rated leadership at a very good level, with a value category of 143.5 recorded by 70 respondents. Very low assessments were only recorded at a value of 83.5, one respondent. The empirical median score (126) is higher than the theoretical median score (108), indicating that the distribution of transformational leadership tends to be high. Based on 234 respondents, the authors calculated the average score to assess the quality of transformational leadership. The categorization of the value scale was used, with a score range of 4.3–5.0 indicating "Very Good" quality and 1.0–1.7 for "Very Poor". The average results showed that indicators of leadership quality, such as idealized influence (4.12), inspirational motivation (4.14), intellectual stimulation (4.15), and individualized consideration (4.15), all fell into the "Good" category. Overall, the average score was 4.14, indicating good leadership quality.

Requirements Analysis Testing and Variable Analysis

Classical assumption tests include normality, homogeneity, and linearity tests. Normality tests ensure that data are normally distributed, allowing for parametric analysis. Homogeneity tests test for equality of variance between groups, allowing for ANOVA. Linearity tests ensure a linear relationship between independent and dependent variables, essential for the validity of analysis results, especially linear regression. Variable analysis was conducted to identify the influence of several main constructs on employee performance, namely Organizational Culture (X1), Transformational Leadership (X2), Motivation (Y), and Employee Performance (Z). This study uses the Partial Least Squares (PLS) method to measure the relationship between these constructs.

Table 4 Results of Analysis of Variables X1, X2 and Y against Variable Z

Independent Variable	Dependent Variable
	Employee Performance (Z)
Organizational Culture (X1)	0.815
Transformational Leadership (X2)	0.841
Work Motivation (Y)	0.846

The correlation analysis between Organizational Culture, Transformational Leadership, and Work Motivation with Employee Performance shows a very strong relationship. Organizational Culture has a correlation coefficient of 0.815, Transformational Leadership 0.841, and Work Motivation 0.846, all of which are very significant. These three variables play an important role in improving employee performance. Therefore, improvements in aspects of organizational culture, leadership, and work motivation will have a significant impact on improving employee performance.

Table 5 Results of Analysis of Variables X1 and X2 Against Variable Y

Independent Variable	Intervening/mediation variables
	Work Motivation (Y)
Organizational Culture (X1)	0.864
Transformational Leadership (X2)	0.838

The results of the analysis show that Organizational Culture and Transformational Leadership have a very strong relationship with Work Motivation. Organizational Culture has a correlation coefficient of 0.864, indicating that a good culture increases work motivation. Transformational Leadership also shows a strong relationship with Work Motivation (coefficient 0.838), which means that inspiring leadership can increase motivation. These two factors are very significant in creating a productive and motivating work environment.

Analysis of Research Results

In this study, data analysis used the Partial Least Squares Structural Equation Modeling (PLS-SEM) method, which is suitable for predicting latent variables measured by reflective or formative indicators. PLS-SEM is popular because of its flexibility in handling complex models and small sample sizes (Hair et al., 2017). The analysis stages include Construct Reliability and AVE, Convergent Validity, and Coefficient of Determinant (R^2) and Model Fit. Construct Reliability is measured by CR or Cronbach's Alpha, while R^2 measures how well the model explains the variance of the dependent variable.

Construct Reliability and Average Variance Extracted (AVE)

The reliability coefficient (Construct Reliability) measures the consistency of the measuring instrument in measuring the variable. A Cronbach's Alpha value of 0.7 or more is considered reliable. Average Variance Extracted (AVE) measures how well the indicators explain the measured variables. If the AVE value is more than 0.5, the indicators are considered quite good at explaining the variables in question.

Table 6 Construct Reliability and Average Variance Extracted (AVE)

VARIABLES	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Organizational culture	0.918	0.922	0.949	0.861
Transformational Leadership	0.958	0.959	0.970	0.889
Work motivation	0.966	0.968	0.973	0.857
Employee performance	0.985	0.986	0.988	0.943

1. Construct Reliability and Average Variance Extracted (AVE) of Organizational Culture
Composite reliability (rho_c) for the Organizational Culture variable is 0.949, indicating excellent internal consistency. A rho_c value above 0.9 indicates excellent reliability. Meanwhile, the Average Variance Extracted (AVE) value for this variable is 0.861, indicating that the Organizational Culture construct is able to explain more than 86% of the indicator variance, indicating good convergent validity and high reliability for further analysis.
2. Construct Reliability and Average Variance Extracted (AVE) of Transformational Leadership
For the Transformational Leadership variable, the composite reliability (rho_c) value of 0.970 indicates very high internal consistency, indicating that the indicators are very reliable in measuring the construct. In addition, the Average Variance Extracted (AVE) value of 0.889 indicates that more than 88% of the indicator variance is explained by this construct, indicating very strong convergent validity. Thus, this variable can be relied upon for further analysis.
3. Construct Reliability and Average Variance Extracted (AVE) Work Motivation
The Composite Reliability (rho_c) value for the Work Motivation variable is 0.973, indicating very high internal consistency and very good reliability. This value indicates that the indicators consistently describe the Work Motivation construct. In addition, the Average Variance Extracted (AVE) value of 0.857

indicates good convergent validity, where this construct is able to explain most of the variance of its indicators consistently.

4. Construct Reliability and Average Variance Extracted (AVE) Employee Performance

The Employee Performance variable has a Composite Reliability (ρ_c) value of 0.988, indicating very high reliability and strong internal consistency. This value indicates that almost all of the indicator variance is explained by the Employee Performance construct. In addition, the Average Variance Extracted (AVE) value of 0.943 indicates very good convergent validity, with more than 94% of the indicator variance explained by the construct, indicating very high reliability.

Convergent Validity (Outer Loading)

Convergent validity measures the extent to which indicators of a construct are highly correlated with each other, ensuring that the indicators reflect the intended concept. One way to test this is by looking at the outer loading value or load factor of each indicator.

1. Convergent Validity (Outer Loading) of Organizational Culture

Table 7 Convergent Validity (Outer Loading) of Organizational Culture

Indicator	Organizational culture
Artifact	0.902
Belief and Values	0.974
Basic Assumptions	0.905

The table shows three indicators to measure the Organizational Culture variable: Artifacts (0.902), Beliefs and Values (0.974), and Basic Assumptions (0.905). All of these indicators have high outer loading values, indicating significant contributions to the latent construct of organizational culture. These three indicators meet the criteria for valid convergent validity, with factor loadings greater than the variable's AVE.

2. Convergent Validity (Outer Loading) Transformational Leadership

Table 8 Convergent Validity (Outer Loading) Transformational Leadership

Indicator	Transformational Leadership
Idealized influence	0.926
Inspirational Motivation	0.953
Intellectual Stimulation	0.935
Individualized Consideration	0.957

The table shows four indicators to measure the Transformational Leadership variable: Idealized Influence (0.926), Inspirational Motivation (0.953), Intellectual Stimulation (0.935), and Individualized Consideration (0.957). All of these indicators have high outer loading values, indicating a significant contribution in explaining the Transformational Leadership construct. These four indicators meet the criteria for valid convergent validity, playing an important role in measuring the variable.

3. Convergent Validity (Outer Loading) Work Motivation

Table 9 Convergent Validity (Outer Loading) Work Motivation

Indicator	Work motivation
Basic Employee Needs	0.915
Employee Interest	0.955
Employee Happiness	0.970
Working conditions	0.935
Reward System	0.880
Form of Punishment	0.896

STRATEGIES FOR IMPROVING EMPLOYEE PERFORMANCE THROUGH STRENGTHENING ORGANIZATIONAL CULTURE, TRANSFORMATIONAL LEADERSHIP AND WORK MOTIVATION

Wahyu Wiguna et al

The table shows six indicators to measure the variable of Work Motivation: Employee Basic Needs (0.915), Employee Interest (0.955), Employee Pleasure (0.970), Work Conditions (0.935), Reward System (0.880), and Form of Punishment (0.896). All of these indicators have high outer loading values, indicating a significant contribution in explaining the construct of Work Motivation. All indicators meet the criteria of valid convergent validity.

4. Convergent Validity (Outer Loading) Employee Performance

Table 10 Convergent Validity (Outer Loading) Employee Performance

Indicator	Employee performance
Work Efficiency	0.979
Work Effectiveness	0.979
Quality of Work Results	0.968
Quantity of Work Results	0.985
Work productivity	0.943

The table shows five indicators to measure the Employee Performance variable: Work Efficiency (0.979), Work Effectiveness (0.979), Work Result Quality (0.968), Work Result Quantity (0.985), and Work Productivity (0.943). All indicators have high outer loading values, indicating a significant contribution in explaining the Employee Performance construct, and meet the criteria for valid convergent validity.

Analysis Path Coefficients (Direct and Indirect)

This analysis uses linear regression or other statistical techniques to separate direct and indirect effects. This study analyzes the direct effects of Organizational Culture (X1) and Transformational Leadership (X2) on Employee Performance (Z) and Motivation (Y).

Table 10 Path Coefficients

Direct Influence and Indirect Influence	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Organizational Culture-Work Motivation	0.544	0.547	0.076	7.118	0.000
Organizational Culture-Employee Performance	0.151	0.148	0.072	2,085	0.037
Transformational Leadership-Work Motivation	0.379	0.376	0.079	4.785	0.000
Transformational Leadership-Employee Performance	0.380	0.383	0.088	4.301	0.000
Work Motivation-Employee Performance	0.398	0.396	0.088	4.498	0.000
Organizational culture - Work Motivation - Employee Performance	0.216	0.218	0.063	3.459	0.001
Transformational Leadership - Work Motivation - Employee Performance	0.151	0.148	0.043	3,521	0.000

1. The Direct Influence of Organizational Culture on Employee Performance

Based on the data, the path coefficient for the relationship between organizational culture and employee performance is 0.151, with a sample mean value of 0.148, indicating data consistency. The standard deviation of 0.072 reflects the variability of the path coefficient. T statistics of 2.085 and P value of 0.037 indicate a statistically significant positive direct effect. Thus, it can be concluded that organizational culture has a significant direct effect on employee performance at APT3B Banten Province at a 95% confidence level.

2. The Direct Influence of Transformational Leadership on Employee Performance

Based on the test results, the direct influence of transformational leadership on employee performance shows a coefficient of 0.380, meaning that every increase in transformational leadership increases employee performance by 38%. The T-statistics value of 4.301 and P value of 0.000 indicate a very significant relationship. Thus, it can be concluded that transformational leadership has a significant positive effect on employee performance at APT3B Banten Province.

3. The Direct Influence of Work Motivation on Employee Performance

Based on the results of the path coefficients calculation, the direct effect of work motivation on employee performance has an Original Sample (O) value of 0.398, indicating a significant positive effect. The Sample Mean (M) value of 0.396 and Standard Deviation (STDEV) of 0.088 indicate consistency of the results. T Statistics of 4.498 and P-Values of 0.000 indicate a very significant effect. In conclusion, work motivation has a significant positive direct effect on employee performance at APT3B Banten Province.

4. The Direct Influence of Organizational Culture on Work Motivation

Based on the results of the path coefficients analysis, there is a significant direct influence between organizational culture and work motivation, with an original sample value (O) of 0.544. This shows that increasing organizational culture increases work motivation. The sample mean (M) value of 0.547 and standard deviation (STDEV) of 0.076 indicate consistency and precision. The T-statistics of 7.118 and P-value of 0.000 indicate statistical significance, which concludes that organizational culture has a significant positive direct influence on work motivation in APT3B Banten Province.

5. The Direct Influence of Transformational Leadership on Work Motivation

Based on the results of path analysis, organizational culture shows a positive influence on work motivation with an Original Sample (O) value of 0.379. This means that the better the organizational culture, the employee's work motivation tends to increase. The Sample Mean (M) value of 0.376 indicates data stability, and the Standard Deviation (STDEV) of 0.079 indicates data consistency. The t-statistic of 4.785 and the P-value of 0.000 indicate that the influence of organizational culture on work motivation is statistically significant in APT3B Banten Province.

6. Indirect Influence of Organizational Culture on Employee Performance Through Work Motivation

Based on the data, the indirect effect of organizational culture on employee performance through work motivation shows an Original Sample (O) value of 0.216. This means that a better organizational culture increases work motivation, which in turn increases employee performance. The Sample Mean (M) value of 0.218 and Standard Deviation (STDEV) of 0.063 indicate data consistency and stability. T-statistics of 3.459 and P-value of 0.001 indicate that the effect is statistically significant in APT3B Banten Province.

7. Indirect Effect of Transformational Leadership on Employee Performance Through Work Motivation

Based on the results of the indirect effect test, the original sample value (O) of 0.151 indicates a positive and significant influence of transformational leadership on employee performance through work motivation. The sample mean value (M) of 0.148 supports data consistency, while the standard deviation (STDEV) of 0.043 indicates a small variation. The t-statistics of 3.521 and p-value of 0.000 indicate a very statistically significant relationship, indicating that work motivation acts as a strong mediator in the influence of transformational leadership on employee performance. Based on the explanation above, it can be concluded that the Indirect and Significant Influence of Transformational Leadership on Employee Performance Through Work Motivation at the Association of Temporary Storage and Storage Tank Terminal Entrepreneurs (APT3B) of Banten Province. The PLS-SEM (Partial Least Squares Structural Equation Modeling) method was developed primarily for prediction purposes, with the R^2 value (coefficient of determination) playing a key role in evaluating the model. In the context of PLS-SEM, the R^2 value is used to assess the predictive power of the model, where a higher value indicates a better model ability to explain and predict the dependent variable. In general, an R^2 value of 0.25 is considered weak, 0.50 is considered moderate, and 0.75 is considered substantial or strong.

Qualitative Analysis

The results of this study indicate that the factors that influence employee performance, namely organizational culture, transformational leadership, and work motivation, have a significant relationship with employee performance. Through a qualitative approach, the author digs deeper into understanding how these factors interact with each other in the organizational context at APT3B Banten Province.

1. Organizational culture

One of the main findings of this study is the importance of organizational culture in improving employee performance. Based on in-depth interviews with several employees, it was found that most respondents felt the direct impact of a supportive work environment on their performance. A strong organizational culture, which includes good work values and support from superiors, creates a sense of ownership and responsibility for the work. One respondent said, "A supportive work culture makes me feel appreciated, so I work harder to give my best." This shows that a positive organizational culture has a big impact on motivation and, in turn, on employee performance.

2. Transformational Leadership

Transformational leadership also plays an important role in shaping employee motivation and performance. Based on the interview results, employees revealed that leaders who are able to provide inspiration and moral support greatly influence their work spirit. One employee stated, "Leaders who motivate and always provide good examples give me the spirit to work better." Transformational leadership can create better relationships between superiors and subordinates, increase employee self-confidence, and ultimately improve their performance.

3. Work motivation

Work motivation is another factor that is closely related to employee performance. Interview results show that both intrinsic and extrinsic motivation contribute to achieving optimal performance. Employees expressed that awards and recognition from the company encourage them to work better. "I feel appreciated when I get recognition for my hard work, and that makes me want to continue to give my best," said one employee. Intrinsic motivation is also reflected in feelings of satisfaction and pride in the work done, which contributes to improving the quality of work.

4. Interaction between Factors

The results of the qualitative analysis show that the three factors—organizational culture, transformational leadership, and work motivation—interact and support each other. A good organizational culture will strengthen the impact of transformational leadership, which in turn can increase employee work motivation. In interviews, many employees stated that they feel more motivated when they work in a supportive environment and are led by an inspiring leader. The results of this study indicate that organizational culture, transformational leadership, and work motivation have a very important role in improving employee performance. These three factors not only interact with each other, but also strengthen the positive effects on individual performance in the work environment. Therefore, companies need to pay more attention to the formation of a strong organizational culture, the selection of leaders who have a transformational leadership style, and the creation of a reward system that can motivate employees to achieve the best performance.

CONCLUSION

The conclusion of this study is that organizational culture, transformational leadership, and work motivation have a significant influence on employee performance at the Association of Temporary Storage Places and Storage Tank Terminals (APT3B) of Banten Province. The findings of the study indicate that strengthening organizational culture, through aspects such as artifacts, beliefs, values, and basic assumptions, can improve overall employee performance. In addition, transformational leadership that includes idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration also has a positive effect on employee performance. Work motivation plays an important role in improving employee performance, with factors such as employee basic needs, interests, pleasure, working conditions, reward systems, and punishments. Organizational culture and transformational leadership help strengthen work motivation, which in turn improves employee performance. This study also found that work motivation acts as an effective intervening variable in mediating the influence of organizational culture on employee performance. However, work motivation does not function as a mediator between transformational leadership and employee performance. Therefore, this research model can be applied to improve employee performance at APT3B by strengthening organizational culture, transformational leadership, and work motivation.

REFERENCES

- Armstrong, M., & Taylor, S. (2023). *Armstrong's handbook of human resource management practice: A guide to the theory and practice of people management*. London: Kogan Page.
- Ashkanasy, N. M., Wilderom, C. P. M., & Peterson, M. F. (2011). *The handbook of organizational culture and climate*. California: SAGE Publications Inc.
- Awoitau, R., Noch, M.Y., & Khotimah, K. (2024). The Influence of Motivation, Training and Compensation on Employee Performance. *Advances in Human Resource Management Research*, 2(3), 153–165. <https://doi.org/10.60079/ahrmr.v2i3.376>
- Bassett-Jones, N. (2023). *Strategic Human Resource Management: A Systems Approach*. London: Routledge.
- Bustomi, PA, Pradhanawati, A., & Nugraha, HS (2022). The Influence of Transformational Leadership and Employee Engagement on Employee Performance at PT Galaxy Mandiri Perkasa. *Journal of Business Administration*, 11(2), 188–197. <https://doi.org/10.14710/jiab.2022.34394>
- Champoux, J. E. (2016). *Organizational Behavior: Integrating Individuals, Groups, and Organizations* (5th ed.). London: Routledge.
- Cogenli, M. Z. (2023). *Organizational Behavior in the Digital World*. New York: Nova Science Publishers, Inc.
- Colquitt, J. A., LePine, J., & Wesson, M. (2019). *Organizational Behavior: Improving Performance and Commitment in the Workplace*, Sixth Edition. New York: McGraw-Hill Education.
- Dessler, G. (2020). *Human Resource Management*. London: Pearson.
- DuBrin, A. J. (2019). *Fundamentals of Organizational Behavior* (Sixth Edition). Ohio: Academic Media Solutions.
- Elsbach, K. D., Kayes, A., & Kayes, D. C. (2016). *Contemporary organizational behavior: From ideas to action*. London: Pearson.
- Ferdinand, A. (2014). *Management Research Methods: Research Guidelines for Writing Management Science Theses and Dissertations*. Semarang: Diponegoro University Press.
- Feriandy, F. (2024). The Effect of Work Motivation Mediation on the Relationship Between Work Environment and Employee Performance. *Asian Journal of Management Analytics*, 3(3), 901–912. <https://doi.org/10.55927/ajma.v3i3.10057>
- Firanti, DA, Sulistiani, I., & Sary, MP (2021). The Influence of Organizational Culture on Work Motivation of Club K Members, Jakarta State University. *Niara Journal*, 14(2). <https://doi.org/10.31849/niara.v14i2.5810>
- Ghosh, S., Majumder, S., & Das, S. K. (2023). *Artificial intelligence techniques in human resource management* (1st ed.). New Jersey: Apple Academic Press.
- Ghozali, I. (2021). *Partial Least Squares: Concepts, Techniques and Applications Using SmartPLS 3.2.9 Program for Empirical Research*, 3/E. Semarang: Diponegoro University Publishing Agency.
- Griep, Y., & Hansen, S. D. (2020). *Handbook on the temporal dynamics of organizational behavior*. Cheltenham: Edward Elgar Publishing.
- Haekel Awwali, M., Sentosa, E., & Sarpan, S. (2024). The Influence of Work Motivation and Job Satisfaction on Employee Performance with Work Discipline as an Intervening Variable at PT Putra Rasya Mandiri. *IKRAITH-EKONOMIKA*, 7(2), 166–173. <https://doi.org/10.37817/ikraith-ekonomika.v7i2.3345>
- Haeruddin, H., Ruslan, M., & Said, M. (2022). Analysis of the Influence of Organizational Culture and Work Life Balance on Employee Performance Through Organizational Commitment at the Libureng District Office, Bone Regency. *Indonesian Journal of Business and Management*, 5(1). <https://doi.org/10.35965/jbm.v5i1.1861>
- Hair, J. F., Hult, G. T. M., & Ringle, C. M. (2022). *A Primer on PartialLeast Squares Structural Equation Modeling (PLS-SEM)*, Third Edition. California: SAGE Publications.
- Harahap, Arman ,2018, Macrozoobenthos diversity as bioindicator of water quality in the Bilah river, Rantauprapat, Medan. *J. Phys.: Conf. Ser.* 1116 052026.
- Harahap, A, P. Hrp, NKAR Dewi, Macrozoobenthos diversity as an bioindicator of the water quality in the River Kualuh Labuhanbatu Utara, *International Journal of Scientific & Technology Research*, 9(4), 2020, pp. 179-183.
- Harahap, et, all, Macrozoobenthos diversity as an bioindicator of the water quality in the Sungai Kualuh Labuhanbatu Utara, *AACL Bioflux*, 2022, Vol 15, Issue 6.
- Harahap, A. 2020. Species Composition & Ecology Index Of The Family Gobiidae At The Mangrove Belawan Of Sicanang Island *International Journal of Scientific & Technology Research* Volume 9, Issue 04, April 2020.

- Harahap, A., et al (2021), Monitoring Of Macroinvertebrates Along Streams Of Bilah River International Journal of Conservation Science this link is disabled, 12(1), pp. 247–258.
- Juliningrum, E., & Sudiro, A. (2014). The influence of compensation, organizational culture, on employee work motivation and performance. *Journal of Management Applications*.
- Kartawidjaja, J. (2021). The Influence of Transactional Leadership on Work Motivation at PT. Syntax Literate; Indonesian Scientific Journal, 6(7), 3280. <https://doi.org/10.36418/syntax-literate.v6i7.3504>
- Kinicki, A. (2020). *Organizational Behavior: A Practical, Problem-Solving Approach* 3rd Edition. New York: McGraw-Hill Education.
- Kosala, IKH, Pantiyasa, IW, & Wijaya, NS (2023). The Influence of Leadership and Work Motivation on Employee Performance. *Scientific Journal of Tourism and Business*, 2(8), 1741–1750. <https://doi.org/10.22334/paris.v2i8.497>
- Lestari, CD, & Andani, KW (2023). The Influence of Work Environment, Leadership Style, and Organizational Culture on Employee Performance at PT Cinseer Kreasi Indonesia in Pluit, North Jakarta. *Journal of Managerial and Entrepreneurship*, 5(4). <https://doi.org/10.24912/jmk.v5i4.26934>
- Luthans, F., Luthans, BC, & Luthans, KW (2021). *Organizational Behavior: An Evidence-Based Approach*. North Carolina: Information Age Publishing, Inc.
- Mahadewi, IAPI, & Netra, IGSK (2020). The Role of Work Motivation in Mediating the Effect of Transformational Leadership on Employee Performance at Satriya Cottage Kuta. *E-Journal of Management, Udayana University*, 9(12), 3661. <https://doi.org/10.24843/EJMUNUD.2020.v09.i12.p03>
- Manzoor, F., Wei, L., & Asif, M. (2021). Intrinsic Rewards and Employee's Performance With the Mediating Mechanism of Employee's Motivation. *Frontiers in Psychology*, 12. <https://doi.org/10.3389/fpsyg.2021.563070>
- Marchington, M., Wilkinson, A., Donnelly, R., & Kynighou, A. (2021). *Human resource management at work: The definitive guide*. London: Kogan Page.
- McShane, S., & Glinow, M. Von. (2019). *M: Organizational Behavior*, 5th Edition. New York: McGraw-Hill Education.
- Niutami, R., & Suwarsi, S. (2023). The Influence of Transformational Leadership Style on the Performance of Millennial Generation Employees at PT. Bank Mega Tbk Tendea Branch. *Bandung Conference Series: Business and Management*, 3(2). <https://doi.org/10.29313/bcsbm.v3i2.9080>
- Pearce, C. L., & Locke, E. A. (2023). *Principles of Organizational Behavior: The Handbook of Evidence-Based Management*, 3rd Edition. New Jersey: Wiley.
- Permatasari, I., Abbas, B., & Putera, A. (2024). The effect of training and work motivation on employee performance at the Regional Inspectorate of Southeast Sulawesi Province. *Journal of Business Management and Economic Development*, 2(03), 1091–1103. <https://doi.org/10.59653/jbmed.v2i03.862>
- Praditya Maha Putra, KA, & Sudibya, IGA (2019). The Influence of Transformational Leadership on Employee Work Motivation and Performance. *E-Journal of Management, Udayana University*, 8(6), 3618. <https://doi.org/10.24843/EJMUNUD.2019.v08.i06.p12>
- Robbins, S. P., & Judge, T. A. (2023). *Organizational Behavior* (19th edition). London: Pearson.
- Ross, S. C. (2021). *Organizational Behavior Today*. London: Routledge.
- Sabrina, R., & Ikhsan, MH (2023). The Effect of Motivation and Job Satisfaction on Employee Performance. *Migration Letters*, 20(6). <https://doi.org/10.59670/ml.v20i6.3505>
- Scandura, T. (Terri) A. (2018). *Essentials of Organizational Behavior: An Evidence-Based Approach*. California: Sage Publications, Inc.
- Schein, E. H. (2016). *Organizational Culture and Leadership*. New Jersey: John Wiley & Sons, Inc.
- Setyowati, W., & Sofingi, A. (2022). Determinants of Employee Performance with Work Motivation as an Intervening Variable at the Semarang City Search and Rescue Office. *APTISI Transactions on Management (ATM)*, 6(1), 19–29. <https://doi.org/10.33050/atm.v6i1.1638>
- Sitopu, YB, Sitingjak, KA, & Marpaung, FK (2021). The Influence of Motivation, Work Discipline, and Compensation on Employee Performance. *Golden Ratio of Human Resource Management*, 1(2), 72–83. <https://doi.org/10.52970/grhrm.v1i2.79>
- Sugiyono. (2018). *Quantitative, Qualitative, and R&D Research Methods*. Bandung: Alfabeta.
- Supriyanto, AS, & Weripeh, Y. (2019). The Antecedents of Employee Performance. *Proceedings of the 2018 International Conference on Islamic Economics and Business (ICONIES 2018)*. <https://doi.org/10.2991/iconies-18.2019.55>

- Suryati, F., Kirana, KC, & Subiyanto, D. (2023). The Influence of Transformational Leadership Style and Work Motivation and Commitment on Employee Performance at PDAM Tirtamarta Yogyakarta. *Journal of Sarjanawiyata Tamansiswa University*.
- Sutoro, Moh. (2021). The Influence of Self Efficacy, Work Discipline and Organizational Culture On Job Satisfaction With An Impact On Employee Performance At PT. Unibles Indo Multi in South Jakarta. *International Journal of Artificial Intelligence Research*, 6(1).<https://doi.org/10.29099/ijair.v6i1.302>
- Parulian Simanjuntak, G., & Sensi W, L. (2023). Evaluation Of The Implementation Of The Internal Audit Capability Model (IACM) Level 3 In The Supervision System Of The Inspectorate General Of The Ministry Of Agriculture. *International Journal of Science, Technology & Management*, 4(6), 1581-1602.<https://doi.org/10.46729/ijstm.v4i6.1011>
- Hanif Triyana, M., & Indah Fianty, M. (2023). Optimizing Educational Institutions: Web-Based Document Management. *International Journal of Science, Technology & Management*, 4(6), 1653-1659.<https://doi.org/10.46729/ijstm.v4i6.976>
- Muryanto, F., Sukristyanto, A., & Juliswara, V. (2022). Examining The Policy Narrative and The Role of the Media in the Policy Response to the Covid-19 Crisis in Indonesia. *International Journal of Science, Technology & Management*, 3(5), 1295-1306.<https://doi.org/10.46729/ijstm.v3i5.599>
- Arfa Syera, I., & Affiah, H. (2022). The Effect Of Third Party Financing And Funds On Total Assets In Sharia Financing Banks In Indonesia 2016-2020 Period. *International Journal of Science, Technology & Management*, 3(5), 1268-1275.<https://doi.org/10.46729/ijstm.v3i5.626>
- Butarbutar, M., Kurnia Lubis, A., Tua Siregar, R., & Supitriyani, S. (2022). Implementation Of Work Stress In Moderating Work-Life Balance And Flexible Work Arrangements For Job Satisfaction During The Covid-19 Pandemic. *International Journal of Science, Technology & Management*, 3(5), 1357-1364.<https://doi.org/10.46729/ijstm.v3i5.615>
- Tessier, D. (2021). *Handbook of research on organizational culture strategies for effective knowledge management and performance*. Pennsylvania: Business Science Reference.
- Umasangaji, U., Alam, S., & Sultan, S. (2022). The Influence of Organizational Culture, Workload and Leadership on the Performance of State Civil Apparatus at UPT PPSLU Mappakasunggu, Social Service of South Sulawesi Province. *Nobel Management Review*, 3(2). <https://doi.org/10.37476/nmar.v3i2.3029>
- Wahyuni, P., & Maretasari, R. (2022). The Influence of Compensation and Work Motivation on Employee Performance at CV. Citra Abadi Cargo Sidoarjo Service Company. *Improvement: Journal of Management and Business*, 2(1), 37. <https://doi.org/10.30651/imp.v2i1.12995>
- Walston, S. L., & Johnson, K. L. (2022). *Organizational behavior and theory in healthcare: Leadership perspectives and management applications*. Chicago: Health Administration Press.