

Employee Performance Improvement Strategies Through Organizational Culture Strengthening programs, Transformational Leadership, and Work Motivation

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ABSTRACT

This study aims to examine the influence of organizational culture, transformational leadership, and work motivation on employee performance at the Bandung High Court, as well as to analyze the role of work motivation as a mediating variable in the relationship between organizational culture and transformational leadership and employee performance. The approach used is a descriptive quantitative method. The research population consists of Civil Servants (ASN) serving as staff, implementers, or operators in work units within the Bandung High Court. The research results indicate that organizational culture and transformational leadership have a positive and significant influence on employee performance. Work motivation was found to have a direct effect on employee performance, while also mediating the relationship between organizational culture and employee performance, as well as between transformational leadership and employee performance. Practically, these findings are expected to serve as a reference for work unit leaders in formulating strategies to improve employee performance at the Bandung High Court. Theoretically, this study contributes to the development of human resource management science, particularly by strengthening the understanding of the interrelationship between organizational culture, transformational leadership, work motivation, and employee performance within judicial institutions a context that remains relatively under-explored in existing literature.

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



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INTRODUCTION

The acceleration of Integrity Zone (*Zona Integritas*) development within government institutions, as mandated by the Regulation of the Minister of Administrative Reform and Bureaucratic Reform (Permen PANRB) Number 90 of 2021, must be concretely operationalized through six strategic areas of change. The successful implementation of this bureaucratic reform fundamentally hinges upon three main organizational pillars: leadership effectiveness, the internalization of a progressive work culture (*mindset* and *cultureset*), and the ultimate achievement of optimal employee performance. Through change management initiatives, civil servants (*ASN*) are pressured to become more adaptive, innovative, responsive, professional, and imbued with high integrity (Rivai, 2020; Putri & Ningrum, 2022). Consequently, the active involvement of leaders as agents of change is highly required to instill new work culture values while simultaneously stimulating work motivation to sustainably elevate institutional performance.

Nevertheless, maintaining consistent, high-level performance within the public sector frequently encounters complex operational hurdles. Based on a preliminary survey conducted among 40 administrative and operational staff at the first-instance court level, several varying performance bottlenecks were identified. The initial data revealed that 38.3% of respondents faced difficulties regarding their quality of work, 33.33% experienced quantity-related challenges due to multitasking constraints that hindered planned completion, 39.16% encountered issues with work effectiveness, and 23.3% suffered from inefficiencies in resource utilization. This phenomenon raises critical questions regarding the actual effectiveness of organizational culture internalization, transformational leadership styles, and work motivation stimulation in the field.

Although the determinants of employee performance have been widely explored in management literature, empirical contradictions (*inconsistent findings*) persist within prior studies. On one hand, numerous empirical researchers conclude that strengthening organizational culture and transformational leadership exerts a robust, direct positive impact on employee productivity (Putri & Ningrum, 2022; Muhamad Ilham & Nurul Azizah, 2025). On the other hand, certain public governance studies indicate that the rigid, formalistic, and hierarchical nature inherent in bureaucratic structures can occasionally impede innovation, thereby failing to automatically boost operational performance without an underlying psychological catalyst (Rosvita et al., 2023). Furthermore, the role of work motivation as an intervening (mediating) variable remains highly debated, with some public sector studies indicating that civil servants' latent motivation tends to stagnate (Siregar et al., 2022).

The research gap in this study stems from the scarcity of literature that comprehensively and simultaneously examines an integrative path analysis model positioning work motivation as an intervening variable within the judicial sector, particularly at first-instance courts. The vast majority of prior research has predominantly focused on commercial corporations or general executive government agencies. Consequently, limited academic attention has been paid to how the demands of adopting a new work culture under the Integrity Zone framework can be integrated with the rigid, kaku, and legally binding deadlines characteristic of law enforcement workloads.

Against this backdrop, selecting the District Courts (*Pengadilan Negeri*) under the jurisdiction of the Bandung High Court (*Pengadilan Tinggi Bandung*) serves as a highly critical and unique research locus. As the frontline of law enforcement and the vanguard of judicial services, the District Court interacts directly with public justice-seekers. Unlike conventional administrative agencies, personnel in the District Court bear immense legal and moral responsibilities; any administrative error in case files or delays in court proceedings directly impact legal compliance and human rights. Through this

representative locus, this study aims to examine and analyze strategies for improving employee performance by optimizing organizational culture and transformational leadership, utilizing work motivation as an intervening variable within the District Courts under the legal jurisdiction of the Bandung High Court.

LITERATURE REVIEW

Employee Performance

Performance is the end result of an activity, with criteria for determining whether the result can be considered efficient and effective (Robbins et al., 2012). Performance is divided into several factors, namely: work productivity, work effectiveness, level of work achievement, and work efficiency. Performance is (1) an action (verb) rather than an event (noun). (2) performance is an action consisting of several elements and not a single, immediate result. (3) is viewed as a continuous process involving human resources to achieve desired results. Tun Huseno also divides the dimensions or factors of performance into: Quality, Quantity, Timeliness, Cost-Effectiveness, Need for Supervision, and Interpersonal Impact (Huseno, 2017)

Job performance is the work produced by an individual, taking into account effectiveness, efficiency, quantity, quality, and timeliness, which influences the work/output and outcomes of the organization. It is divided into the following dimensions or performance indicators: Quality, Quantity, Effectiveness, and Efficiency. Previous empirical studies confirm that a healthy organizational culture is positively and significantly correlated with increasing productivity and individual performance achievements in a sustainable manner (Muhamad Ilham & Nurul Azizah, 2025; Rosvita et al., 2023).

Transformational Leadership

Transformational leadership involves inspiring all members to commit to a shared vision that provides meaning to the development of their own potential and addresses issues from a new perspective (Sulistyawati et al., 2022) According to transformational leadership has four factors: Idealized influence (charisma), Intellectual stimulation, Individualized consideration, Inspirational motivation.

Transformational leadership is leadership capable of bringing about change within each individual involved or within the organization to achieve higher performance (Lubis, 2020) Transformational leadership also states that there are three factors: motivating and increasing awareness of truth, assisting subordinates in achieving higher moral maturity, and being able to motivate subordinates to forego their own self-interest for the common good of the organization or society (Asman & Rony, 2023). Transformational Leadership is a leadership style that builds a shared vision to inspire followers and meet the challenges set (Ang & Edalmen, 2021) It encompasses four leadership aspects: Being an Ideal Role Model, Motivating and Inspiring, Caring for Followers, and Intellectual Stimulation.

Transformational Leadership is the behavior of a leader who is able to influence, mobilize, and develop all members, and is able to bring about change to achieve the organization's vision, mission, and goals. The factors of transformational leadership consist of: Idealized Influence (charisma), which is the quality of being an exemplary role model or ideal role model who possesses competent leadership qualities (both intellectually and emotionally); Inspirational Motivation, which is the characteristic of a leader who develops, empowers, and inspires in their work; Intellectual Stimulation,

which is a leader who encourages and challenges followers to be innovative; and Individualized Consideration, which is a characteristic of a leader who pays attention to the needs of their employees. This is in line with the findings of Putri Novitasari (2022) which show that transformational leadership has a direct and positive impact on improving the work performance of state civil servants.

Organizational Culture

Organizational culture is the understanding of important values and norms within an organization that guide the behavior of its members (Radiva Dianda Zahra Putri et al., 2024). Organizational culture has the following dimensions or supporting factors: Norms and standards of behavior at work; Commonly understood dominant values; Regulations that serve as guidelines for members; Organizational culture is a concept encompassing various elements that shape the identity and working methods of a company or organization (Rosvita et al., 2023). This is divided into four factors: core values, social norms, artifacts and symbols, rituals and rites.

From the above, it can be concluded that organizational culture is the understanding of important values and norms within an organization that are held and guide the behavior of organizational members in achieving the organization's vision and mission. Organizational culture consists of the following dimensions and indicators: a. Values and Norms Dimension, with indicators: Norms and standards of behavior at work; The most important (dominant) values that are understood together; Organizational climate, namely the atmosphere felt by members in life within the organization. b. Dimension of Real Behavior Patterns, with indicators: Innovation and Risk Taking, Attention to details, Outcome orientation, People orientation, Team orientation. Empirical evidence from Siregar et al. (2022) confirms that structuring and strengthening work culture values has been shown to significantly increase the work motivation of organizational members.

Work Motivation

Motivation is a set of attitudes and values that influence individuals to achieve specific goals (Maryani et al., 2021). There are two motivational factors: a. Internal motivation, which arises from within a person, such as self-actualization, physiological needs, safety and security needs, affiliation needs, etc. b. External motivation, which arises from external forces, such as wages, job security, status, working conditions, policies, etc. Work motivation directs and sustains behavior or effort. (Sulila, 2019) also argues that there are two dimensions to work motivation: 1) Internal forces, which can be needs and motives; 2) External forces, which can be jobs and work situations.

Work motivation is a driving force that arises from within oneself or from outside forces to take action to achieve the goals, vision, and mission of an organization. It can be concluded that motivation is divided into two dimensions: Intrinsic Dimension, the drive that arises from within the individual, with the following indicators: a) Responsibility, which is the obligation to bear all the consequences, obligations, or obligations of one's actions; b) Drive to Achieve, which is the desire to achieve something with high standards of success and to outperform others; c) Desire to receive feedback on one's work results, which is the desire to be appreciated for the hard work that has been done; Extrinsic Dimension, which is influenced from outside the individual, with the following indicators: a) Salary, which is wages received for performance that has been carried out over a certain period of time, and also as a reward for employees; b) Supervision from Superiors, which is the encouragement for workers/subordinates to

achieve high levels of achievement; c) Relationships between Coworkers, which is the desire to form close personal relationships to avoid conflict and foster close friendships.

Work Motivation and Employee Performance

Work motivation reflects the strength, direction, and persistence of an individual's efforts in achieving organizational goals (Stephen P. Robbins and Mary Coulter, 2012). Motivation is the driving force behind behavior that determines how hard an individual is willing to work. Highly motivated District Court employees have very strong work engagement. This psychological drive makes them more meticulous in minimizing administrative errors in case files (attention to detail), more resilient in dealing with high case volumes, and more efficient in managing work time to provide excellent public service. Empirically, studies by Sulila (2019) and Prayudi (2020) confirm that work motivation plays an essential role as a direct determinant that accelerates individual performance achievement.

The Mediating Role of Work Motivation

The integrative relationship between these dimensions can be explained through path analysis, which positions work motivation as an intervening variable. The values of a just organizational culture do not automatically translate into performance figures. This transformation process goes through an employee psychological phase, where the implementation of the work culture established by the Integrity Zone first touches, improves, and ignites the internal Work Motivation of implementing employees. This motivation, ignited by a work climate of integrity, ultimately drives employees to demonstrate maximum judicial service performance (Prayudi, 2020).

Similarly, the impact of transformational leadership is evident. Strategic direction and inspiration from a leader will not translate into increased service effectiveness if received by apathetic employees. A transformational leadership style only reaches its peak effectiveness when it successfully changes employees' mindsets and activates their Work Motivation. Once the achievement motivation of implementing employees is ignited, they will voluntarily exert their best competencies, resulting in accountable and trustworthy judicial institutions.

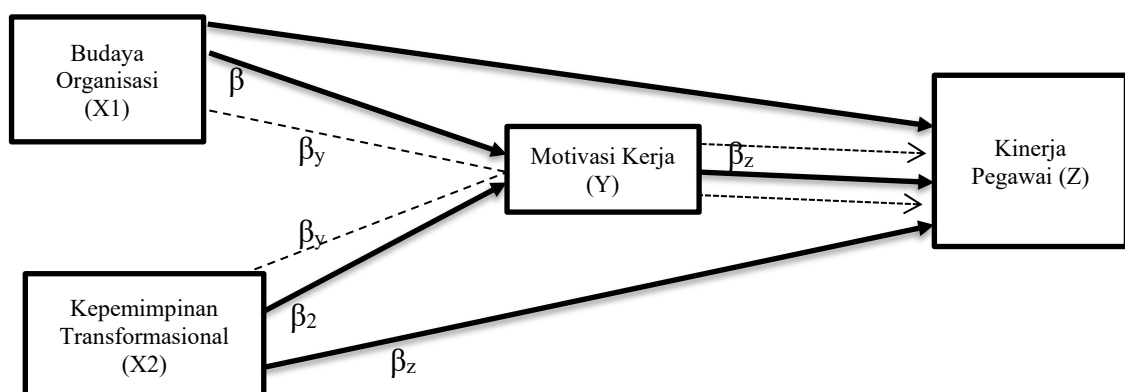


Figure 1. Research Constellation
 Source: Reference, Processed by Author 2026

Hypothesis:

- H1: There is a direct positive effect of Organizational Culture on Performance
- H2: There is a direct positive effect of Transformational Leadership on Performance
- H3: There is a direct positive effect of Work Motivation on Performance

- H4: There is a direct positive effect of Organizational Culture on Work Motivation
H5: There is a direct positive effect of Transformational Leadership on Work Motivation
H6: There is a positive indirect effect of Organizational Culture on Employee Performance through Work Motivation
H7: There is a positive indirect effect of Transformational Leadership on Employee Performance through Work Motivation.

RESEARCH METHOD

This study employs a quantitative research approach with an empirical study design. This approach is selected to examine and verify the causal relationships among variables through statistical hypothesis testing. Specifically, this study analyzes the direct influence of Organizational Culture (X1) and Transformational Leadership (X2) on Employee Performance (Z), as well as their indirect effects mediated by Work Motivation (Y).

The research was conducted at the Bandung High Court (*Pengadilan Tinggi Bandung*) and its jurisdictional areas in West Java, Indonesia. This public sector legal institution provides a critical context for investigating human resource optimization. Data collection and field distribution of instruments were systematically carried out in early 2026.

The target population for this study encompasses all permanent civil servants (ASN) working within the administrative and operational framework of the Bandung High Court. The sample size established and successfully collected for this study is $N = 155$ respondents. The sampling technique employed is *probability sampling* using a *stratified random sampling* method to ensure proportional representation across various administrative divisions and job ranks within the court.

The study conceptualizes four main variables measured through specific indicators adapted from established organizational behavior frameworks:

Organizational Culture (X1): Measured through indicators focusing on shared values, outcome orientation, people orientation, team collaboration, and organizational stability.
Transformational Leadership (X2): Assessed through four core dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

Work Motivation (Y): Evaluated via intrinsic factors (achievement, recognition, responsibilities) and extrinsic factors (working conditions, institutional policies, and interpersonal relations).

Employee Performance (Z): Measured based on task quality, quantity, timeliness, cost-efficiency, and adherence to public service standards.

Primary data were gathered using a structured questionnaire as the main instrument. Each item was measured using a 5-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Prior to formal distribution, the instrument underwent rigorous validation tests:

Validity Test: Evaluated using Pearson's Product-Moment Correlation, confirming that all items met the required validity threshold ($r_{\text{count}} > r_{\text{table}}$) at a 5% significance level.

Reliability Test: Conducted using Cronbach's Alpha coefficient, where all constructs scored well above the standard threshold (> 0.70), demonstrating high internal consistency.

Data were processed using SPSS software. The analysis was carried out in three sequential stages:

Descriptive Statistical Analysis: Applied to profile respondent characteristics and describe general tendencies.

Classical Assumption Tests: Conducted to ensure the data fulfilled regression requirements (normality, linearity, and multicollinearity).

Path Analysis: Employed to test the structural model and verify both direct paths ($X1 \rightarrow Z$, $X2 \rightarrow Z$, $X1 \rightarrow Y$, $X2 \rightarrow Y$, $Y \rightarrow Z$) and indirect pathways via mediation. Hypotheses were evaluated using t-tests with a significance level of $p < 0.05$.

RESEARCH RESULTS

Tabel 1. Results of Validity and Reliability Testing

Variable	Average Validity (r_{count})	Cronbach's Alpha	Status
Organizational Culture (X1)	0,582	0,845	Valid & Reliable
Transformational Leadership (X2)	0.621	0.862	Valid & Reliable
Work Motivation (Y)	0.643	0.821	Valid & Reliable
Employee Performance (Z)	0.724	0.885	Valid & Reliable

Source: Output SPSS 2026 by author

The results of the validity test show that all items have an average r_{count} value greater than the critical r_{table} (0.158), confirming the accuracy of the instruments. Furthermore, the reliability test demonstrates that all variables achieve Cronbach's Alpha coefficients above 0.70, indicating high internal consistency. Consequently, the research instruments are considered valid and reliable for further structural path analysis. The findings reveal that Organizational Culture and Transformational Leadership significantly influence Employee Performance, both directly and indirectly through Work Motivation. Notably, Work Motivation serves as a robust mediating variable, reinforcing the effect of leadership and culture on the overall performance of employees at the Bandung High Court.

Tabel 2. Demographic Profile of Respondents

Category	Description	Frequency (f)	Percentage (%)
Gender	Male	82	52.9
	Female	73	47.1
Age	< 30 years	25	16.1
	30 – 40 years	55	35.5
	41 – 50 years	50	32.3
	> 50 years	25	16.1
	Total	155	100%
Education	Bachelor Degree	120	77.4
	Master's Degree	35	22.6
Tenure	< 5 years	30	19.4
	5 – 10 years	65	41.9
	> 10 years	60	38.7
Total		155	100%

Source: Output SPSS 2026 by author

The demographic characteristics of the respondents are presented in Table 2. The data shows a balanced gender distribution, with 52.9% male and 47.1% female. Regarding age, the majority of respondents fall within the productive age range of 30 to 50 years (67.8%). Furthermore, most employees hold a Bachelor's degree (77.4%), and a significant portion of the workforce (80.6%) has been with the institution for more than 5 years. These profiles suggest that the respondents have sufficient professional experience and academic background to provide reliable insights into the organizational culture, leadership, and performance at the Bandung High Court.

Data Description

Table 3. Data Description

		Statistics			
		Organizational Culture	Transformational Leadership	Work Motivation	Employee Performance
N	Valid	155	155	155	155
	Missing	0	0	0	0
Mean		173,48	166,44	166,79	170,21
Median		177,00	167,00	170,00	169,00
Mode		182	176	170	165 ^a
Std. Deviation		14,504	11,273	12,408	9,749
Variance		210,355	127,079	153,948	95,052
Skewness		-0,874	-0,332	-0,962	0,135
SE. Skewness		0,195	0,195	0,195	0,195
Kurtosis		0,656	-0,259	0,967	-0,520
SE. of Kurtosis		0,387	0,387	0,387	0,387
Range		68	54	65	47
Minimum		127	134	120	145
Maximum		195	188	185	192
Sum		26889	25798	25852	26383

Source: Output SPSS 2026 by author

The description of employee performance data shows that the highest (maximum) score is 192, while the lowest (lowest) score is 145, the score range is 47, and the mean (average) is 170.21. The median with a value of 169 and a frequency value (mode) is 165. The sample variance value determined from the results of data processing is 95.052. The standard deviation is 9.749. The description of work motivation data shows that the highest (maximum) score is 185, while the lowest (lowest) score is 120, the score range is 65, and the mean (average) is 166.79. The median with a value of 170 and a frequency value (mode) is 170. The sample variance value determined from the results of data processing is 153.948.

The standard deviation is 12.408. The data description shows that the highest score (maximum) is 195, while the lowest score (lowest) is 127, the score range is 68, and the mean (average) is 173.48. The median with a value of 177 and a frequency value (mode) is 182. The sample variance value determined from the results of data processing is 210.355. The standard deviation (standard deviation) is 14.504. The transformational leadership data description shows that the highest score (maximum) is 188, while the lowest score (lowest) is 134, the score range (range) is 54, and the mean (average) is 166.44. The median with a value of 167 and a frequency value (mode) is 176. The sample variance value determined from the results of data processing is 127.079 The standard deviation (standard deviation) is 11.273.

Normality Test

Table 4. Normality Test

		One-Sample Kolmogorov-Smirnov Test			
		Organizational Culture	Transformational Leadership	Work Motivation	Employee Performance
N		155	155	155	155
	Mean	173.48	166.44	166.79	170.21

Normal Parameters ^{a,b}	Std. Deviation	14.504	11.273	12.408	9.749
Most Extreme Differences	Absolute	.117	.068	.126	.066
	Positive	.072	.037	.076	.066
	Negative	-.117	-.068	-.126	-.053
Test Statistic		.117	.068	.126	.066
Asymp. Sig. (2-tailed)		.125 ^c	.075 ^c	.110 ^c	.100 ^c

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

Source: Output SPSS 2026 by author

The results of the normality test for each variable show that the Asymp.Sig (2-tailed) value is as follows: Employee Performance (Z) is 0.100 which is greater than 0.05, Work Motivation (Y) is 0.110 which is greater than 0.05, Organizational Culture (X1) is 0.125 which is greater than 0.05, and Transformational Leadership (X2) is 0.075 which is greater than 0.05. So it is concluded that all variables are normally distributed.

Linierity Test

Linearity Test of Organizational Culture Variable (X1) on Employee Performance (Z)

Table 5. Linearity of X1 with respect to Z

ANOVA Table							
			Sum of Squares	Df	Mean Square	F	Sig.
Kinerja Pegawai * Budaya Organisasi	Between Groups	(Combined) Linearity	4917.171	47	104.621	11.152	.000
		Deviation from Linearity	42.505	1	42.505	7.468	.000
			4874.666	46	105.971	11.166	.000
	Within Groups		9720.803	107	90.849		
	Total		14637.974	154			

Source: Output SPSS 2026 by author

Linearity Test of Transformational Leadership Variable (X2) on Employee Performance (Z)

Table 6. Linieritas X₂ with respect to Z

ANOVA Table							
			Sum of Squares	Df	Mean Square	F	Sig.
Kinerja Pegawai * Kepemimpinan Transformasional	Between Groups	(Combined) Linearity	4670.690	47	99.376	11.067	.000
		Deviation from Linearity	275.293	1	275.293	12.955	.000
			4395.397	46	95.552	11.026	.000
	Within Groups		9967.284	107	93.152		
	Total		14637.974	154			

Source: Output SPSS 2026 by author

Linearity Test of Work Motivation Variable (Y) on Employee Performance (Z)

Table 7. Linieritas Y respect to Z

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
Kinerja Pegawai * Motivasi kerja	Between Groups	(Combined) Linearity	5573.496	44	126.670	11.537	.037
		Deviation from Linearity	60.640	1	60.640	7.736	.000
			5512.855	43	128.206	11.556	.034
	Within Groups		9064.479	110	82.404		
	Total		14637.974	154			

Source: Output SPSS 2026 by author

Linearity Test of Organizational Culture Variable (X1) on Work Motivation (Y)

Table 8. Linieritas X₁ respect to Y

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
Motivasi Kerja * Budaya Organisasi	Between Groups	(Combined) Linearity	6334.712	47	134.781	5.830	.000
		Deviation from Linearity	15.249	1	15.249	6.094	.000
			6319.463	46	137.380	8.846	.000
	Within Groups		17373.262	107	162.367		
	Total		23707.974	154			

Source: Output SPSS 2026 by author

Linearity Test of Transformational Leadership Variable (X2) on Work Motivation (Y)

Table 9. Linieritas X₂ respect to Y

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
Motivasi Kerja * Kepemimpinan Transformasional	Between Groups	(Combined) Linearity	7245.760	47	154.165	11.002	.000
		Deviation from Linearity	295.116	1	295.116	11.918	.000
			6950.644	46	151.101	9.982	.000
	Within Groups		16462.214	107	153.852		
	Total		23707.974	154			

Source: Output SPSS 2026 by author

The linearity test between Organizational Culture and Employee Performance is 0.000 which is smaller than 0.05. The linearity test between Transformational Leadership and Employee Performance is 0.000 which is smaller than 0.05. The linearity test between Work Motivation and Employee Performance is 0.000 which is smaller than 0.05.

The Sig. value in the linearity test between Organizational Culture and Work Motivation is 0.000 which is smaller than 0.05. The Sig. value in the linearity test between Transformational Leadership and Work Motivation is 0.000 which is smaller than 0.05. It is concluded that all variables are linear.

Homogeneity Test

Table 10. Homogeneity Test

Test of Homogeneity of Variances					
		Levene Statistic	df1	df2	Sig.
Nilai	Based on Mean	8.150	3	616	.683
	Based on Median	5.670	3	616	.161
	Based on Median and with adjusted df	5.670	3	539.234	.101
	Based on trimmed mean	7.283	3	616	.210

Source: Output SPSS 2026 by author

Based on the table, the significance value (Sig.) for the Levene's Homogeneity Test variable is 0.683, which is greater than 0.05. Therefore, the conclusion is that the data variables come from the same group or have similarities in the population or are homogeneous.

Path Analysis

Table 11. Goodness of Fit (GOF)

GOF	Cut Off Value	Research Results Value	Explanation
Chi-square/ χ^2	$0 \leq \chi^2 \leq 2df$ $2df < \chi^2 \leq 3df$	$df = 203$ $\chi^2 = 229,11$	Fit
Probability (P) Value	$\leq 0,05$	0,001	Fit
RMR	$\leq 0,08$	0,018	Fit
RMSEA	$\leq 0,08$	0,029	Fit
ECVI	Must be less than saturated ECVI = 3.29	2,14	Fit
Model AIC	Must be less than saturated AIC = 506	326,11	Fit
Model CAIC	Must be less than saturated CAIC = 1528.99	531,28	Fit
NFI	$\geq 0,90$	0,95	Fit
NNFI	$\geq 0,90$	0,99	Fit
CFI	$\geq 0,97$	0,99	Fit
IFI	$\geq 0,90$	0,99	Fit
RFI	$\geq 0,90$	0,94	Fit
SRMR	$SRMR \leq 0,05$ $0,05 < SRMR < 0,1$	0,045	Acceptable
GFI	$GFI > 0,90$ $0,80 < GFI < 0,90$	0,88	Acceptable
AGFI	$AGFI \geq 0,90$ $0,80 < AGFI < 0,90$	0,85	Acceptable
PGFI	$\geq 0,90$	0,91	Fit

Source: Output Lisrel 2026 by author

So overall, it can be concluded that the model fits, meaning that the sample covariance matrix is relatively the same as the research estimated covariance matrix.

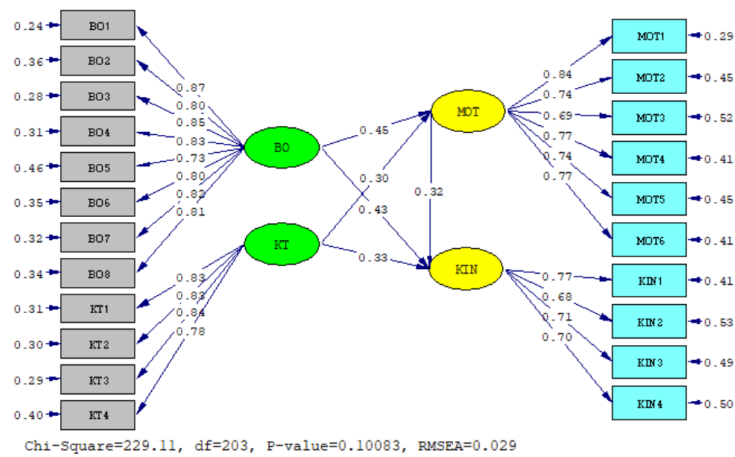


Figure 2. Path Analysis
 Source: Output Lisrel 2026 by author

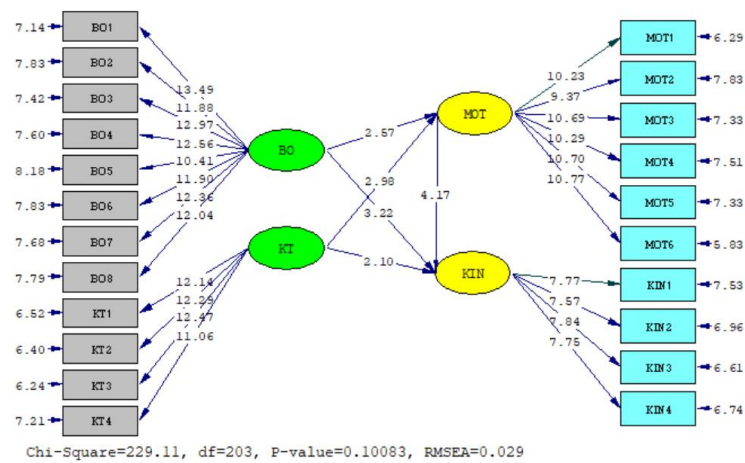


Figure 3. T-Value
 Source: Output Lisrel 2026 by author

Table 12. Hypotesist Test Summary

Direct Influence	Path Coefficient	Standard Error	Statistical Value (T value)	R-Square (Coefficient of Determination)
Organizational Culture has a direct influence on Employee Performance	0,43	0,01	3,22 > 1,96 (direct and significant influence).	0,90
Transformational leadership has a direct influence on Employee Performance	0,33	0,111	2,10 > 1,96 (direct and significant influence).	
Work motivation has a direct influence on Employee Performance	0,32	0,097	4,17 < 1,96 (direct and significant influence).	
Organizational Culture has a direct influence on Work motivation	0,45	0,097	2,57 > 1,96 (direct and significant influence).	0,89
Transformational leadership has a direct influence on Work motivation	0,30	0,010	2,98 > 1,96 (direct and significant influence).	

Source: Output Lisrel 2026 by author

Sobel Test

The Sobel test calculation is carried out using the online application at <https://quantpsy.org/sobel/sobel>.

Table 13. Summary of Indirect Effects and Sobel Test

Indirect Influence		Z-Sobel
Organizational culture (X1) → Work Inovation (Y) → Employee performance (Z).	0,45 * 0,32 = 0.14 0,14 + 0,43 = 0,57	2,68 > 1,96 (Indirect and significant influence).
Transformational leadership (X2) → Work motivation (Y) → Employee performance	0,30* 0,32 = 0,09 0,09 + 0,33 = 0,42	3,27 < 1,96 (Indirect and significant influence).

Source: Output Sobel Test 2026 by author

Inter-Indicator Analysis

Relationship Between Organizational Culture Variable Indicators (X1) and Employee Performance (Z)

Table 14. Relationship Matrix between Indicator Variables X1 and Z

Variable	Indicator	Employee performance (Z)			
		Z1	Z2	Z3	Z4
Organizational culture (X ₁)	X1.1	.669**	.591**	.617**	.567**
	X1.2	.616**	.544**	.582**	.560**
	X1.3	.654**	.578**	.603**	.595**
	X1.4	.639**	.564**	.589**	.581**
	X1.5	.562**	.496**	.518**	.511**
	X1.6	.616**	.544**	.568**	.560**
	X1.7	.631**	.557**	.582**	.574**
	X1.8	.623**	.550**	.575**	.567**

***. Correlation is significant at the 0.01 level (2-tailed).*

**. Correlation is significant at the 0.05 level (2-tailed).*

Source: Output Lisrel 2026 by author

Based on the table above, it can be seen that there is a relationship between indicators X1.5 (Attention to details) and Z2 (Quantity) with the smallest value being 0.496 (moderate correlation). The highest value is found in the relationship between the indicator variables X1.1 (Norms and standards of behavior at work) and Z1 (Quality), which is 0.669 (strong correlation). Relationship Between Transformational Leadership Variable Indicators (X2) and Employee Performance (Z)

Table 15. Relationship Matrix between Indicator Variables X2 and Z

Variable	Indicator	Employee Performance (Z)			
		Z1	Z2	Z3	Z4
Transformational Leadership	X2.1	.639**	.564**	.589**	.581**
	X2.2	.639**	.564**	.589**	.581**
	X2.3	.646**	.571**	.596**	.588**
	X2.4	.600**	.530**	.553**	.546**

***. Correlation is significant at the 0.01 level (2-tailed).*

Source: Output Lisrel 2026 by author

Based on the table above, it can be seen that there is a relationship between indicators X2.4 (Inspirational Motivation) and Z2 (Quantity) with the smallest value being 0.530 (moderate correlation). The highest value is found in the relationship between the indicator variables X2.3 (Intellectual Stimulus) and Z1 (Quality), which is 0.646 (strong correlation).

Relationship Between Work Motivation Variable Indicators (Y) and Employee Performance (Z)

Table 16. Relationship Matrix between Indicator Variables Y and Z

Variable	Indicator	Employee Performance (Z)			
		Z1	Z2	Z3	Z4
Work Motivation (Y)	Y1	.646**	.571**	.596**	.588**
	Y2	.569**	.503**	.525**	.518**
	Y3	.531**	.469**	.489**	.483**
	Y4	.592**	.523**	.546**	.539**
	Y5	.569**	.503**	.525**	.518**
	Y6	.592**	.523**	.546**	.539**

***. Correlation is significant at the 0.01 level (2-tailed).*

Source: Output Lisrel 2026 by author

Based on the table above, it can be seen that there is a relationship between indicators Y.3 (Desire to receive feedback on work results) and Z2 (Quantity) with the smallest value being 0.469 (moderate correlation). The highest value is found in the relationship between the indicator variables Y.1 (Responsibility) and Z1 (Quality), which is 0.646 (strong correlation).

DISCUSSION

Based on the results of the path analysis coefficient calculation of organizational culture on employee performance, the value of $\rho_{ZX1} X_1$ was obtained at 0.43. The results of the path coefficient calculation obtained a calculated T value of 3.22 obtained a Z score of 1.96, so the T_value > 1.96 or 3.22 > 1.96, which means the direct influence of organizational culture on employee performance is significant.

The findings in this study are in line with research (Muhamad Ilham & Nurul Azizah, 2025) in their research which concluded that organizational culture has a significant and positive influence on employee performance.

H1: Direct Influence of Organizational Culture (X1) on Employee Performance (Z)

Based on the results of the calculation of the coefficient of the path analysis of Transformational Leadership on employee performance, the value of $\rho_{ZX1} X_2$ is 0.33. The results of the calculation of the path coefficient obtained a value of 2.10 obtained a Z score of 1.96, so that the value of T value > 1.96 or 3.22 > 1.96, which means that the direct influence of Transformational Leadership on employee performance is significant. The findings of this study are in line with research by (putri novitasari, 2022) , who concluded that Transformational Leadership has a significant and positive influence on employee performance.

H2: Direct Influence of Transformational Leadership (X2) on Employee Performance (Z)

Based on the results of the calculation of the path analysis coefficient of Work Motivation on employee performance, the value of ρ_{ZX1} Y was obtained at 0.32. The results of the calculation of the path coefficient obtained a value of T Value of 4.17 obtained a Z score of 1.96, so that the value of T value > 1.96 or $4.17 > 1.96$, which means that the direct influence of Work Motivation on employee performance is significant. The findings in this study are in line with research (Hustia, 2020) in his research which concluded that work motivation has a significant and positive influence on employee performance.

H3: Direct Influence of Work Motivation (Y) on Employee Performance (Z)

Based on the results of the calculation of the path analysis coefficient of Organizational Culture on Work Motivation, the value of ρ_{ZX1} Y was obtained at 0.45. The results of the calculation of the path coefficient obtained a calculated T value of 4.17 obtained a Z score of 1.96, so that the T value (calculated) > 1.96 or $4.17 > 1.96$, which means that the direct influence of Organizational Culture on Work Motivation is significant. The findings of this study are in line with research (Pranitasari & Cici Bela Saputri, 2020) in their research which concluded that Organizational Culture has a significant and positive influence on Work Motivation.

H4: Direct Influence of Organizational Culture (X1) on Work Motivation (Y).

Based on the results of the calculation of the coefficient of the path analysis of Transformational Leadership on Work Motivation, the value of ρ_{ZX2} Y was obtained at 0.30. The results of the calculation of the path coefficient obtained a calculated T value of 4.17 obtained a Z score of 1.96, so that the T value (calculated) > 1.96 or $2.98 > 1.96$, which means that the direct influence of Transformational Leadership on Work Motivation is significant. The findings in this study are in line with research (Sulila, 2019) in his research which concluded that Transformational Leadership has a significant and positive influence on Work Motivation.

H5: Direct Influence of Transformational Leadership on Work Motivation

Based on the results of the calculation of the path analysis coefficient of organizational culture on employee performance through work motivation, the value of ρ_{ZX1} Y is 0.57. On the other hand, the coefficient value of the direct influence of organizational culture on employee performance is only 0.43, which means that the work motivation variable as an effective intervening variable increases the coefficient value of the indirect influence of organizational culture on employee performance through work motivation, which is 0.14. The results of the path coefficient calculation obtained a calculated T value of 2.68 obtained a Z score of 1.96, so that the T_(calculated) value > 1.96 or $2.68 > 1.96$, which means that the indirect influence of organizational culture on employee performance through work motivation is significant.

H6: Indirect Influence of Organizational Culture (X1) on Employee Performance (Y) through Work Motivation (Z).

The results of the path coefficient calculation obtained a calculated T value of 3.27 and a Z score of 1.96, so that the T_(calculated) value > 1.96 or $3.27 > 1.96$, which means that

the indirect influence of Transformational Leadership on employee performance through work motivation is significant. The findings of this study are in line with research which concluded that there is an indirect influence of Transformational Leadership on employee performance through work motivation.

H7: Indirect Influence of Organizational Culture (X1) on Employee Performance (Y) through Work Motivation (Z).

CONCLUSIONS

This study confirms that Organizational Culture and Transformational Leadership are critical determinants of Employee Performance at the Bandung High Court, with Work Motivation functioning as a pivotal mediating mechanism.

This research expands the body of knowledge by validating the mediating role of Work Motivation within the context of legal institutions. It provides empirical evidence that leadership and culture do not solely drive performance directly but are significantly channeled through the psychological drive of the employees.

For the management of the Bandung High Court, these findings suggest that performance optimization should not be pursued through rigid administrative control alone. Instead, leadership should focus on fostering a supportive organizational culture that actively stimulates work motivation. Policy interventions—such as leadership training programs that emphasize transformational styles and cultural initiatives that promote shared values are highly recommended to sustain high performance.

While this study provides robust insights, it is limited to the jurisdiction of the Bandung High Court, which may restrict the generalizability of the findings to other types of organizations or different cultural contexts. Future research should consider incorporating a broader range of variables, such as organizational commitment or work-life balance, and employing longitudinal designs to better observe the evolution of these dynamics over time.

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