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Analysis of Transformational Leadership Style and Organizational Culture and Its Influence on Employee Performance Through Work Motivation as an Intervening Variable

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Abstract: Every company's leader always expects maximum employee performance, therefore it is necessary to know what factors influence employee performance. This research was conducted at PT RIM Syam Gold Bangkinang, with the aim of the research to determine and analyze 1) the influence of transformational leadership style on employee performance; 2) the influence of organizational culture on employee performance; 3) the influence of work motivation on employee performance; 4) the direct influence of transformational leadership style on employee performance; 5) the direct influence of organizational culture on employee performance; 6) the indirect influence of transformational leadership style on employee performance through work motivation; 7) the indirect influence of organizational culture on employee performance through work motivation. This study uses primary data and secondary data, obtained using questionnaires, observations, interviews and research files. The population of this study was all employees of PT RIM Syam Gold Bangkinang, totaling 43 employees and all of them were used as samples, sampling was carried out using the census method. Data analysis and hypothesis testing were carried out using the SEM model and data processing was carried out using the SmartPLS version 3.00 program**.** The results of this study conclude that: 1) transformational leadership style has been proven to have a significant effect on employee performance; 2) organizational culture has been proven to have a significant effect on employee performance; 3) work motivation has been proven to have a significant effect on employee performance; 4) transformational leadership style has not been proven to have a direct effect on employee performance; 5) organizational culture has been proven to have a direct and significant effect on employee performance; 6) there has been proven to be an indirect effect of transformational leadership style on employee performance through work motivation; 7) there has been proven to be a significant indirect effect of organizational culture on employee performance through work motivation.

Keywords: Transformational Leadership Style, Organizational Culture, Work Motivation, Performance

INTRODUCTION

Globalization and technological advances today make the business environment not only run and change rapidly but also full of uncertainty. This is a challenge for organizations to plan the best strategy to face the level of business competition. There are many ways that organizations can do to create competitive advantages, but basically the main key to competitive advantages is the quality of Human Resources (HR). Therefore, every HR activity requires planning and understanding of what will work and what will not. The HR needed is HR that has optimum performance.

Performance is work achievement, namely the comparison between real work results and established work standards (Dessler, 2012). Leadership and leadership style in an organization play a major role in influencing employee performance. Leadership can be interpreted as the ability/intelligence in encouraging a number of people (two or more) to work together in carrying out activities that are directed at common goals (Nawawi, 2014). In addition to leadership, organizational culture is also one of the factors that plays an important role in helping employee performance, organizational culture can create a level of motivation for employees to give their best abilities in taking advantage of the opportunities provided by their organization. A culture that grows strong is able to spur the organization towards better development (Robbins, et.al, 2016).

In addition, employee performance cannot be separated from motivation, according to Mangkunegara (2017) the factors that influence performance achievement are ability factors and motivation factors. Motivation is the willingness to put out a high level of effort towards organizational goals, which is conditioned by the ability of that effort to meet an individual need (Robbins, et, al, 2016). Employees who have high motivation towards organizational goals are a very important factor in organizational development.

This research was conducted at PT. RIM Syam Gold located on Jalan Sisingamangaraja, Bangkinang, Bangkinang District, Kampar Regency. This company is engaged in the trade sector that sells various types of gold jewelry such as gold earrings, necklaces, bracelets, rings, wedding rings, engagement rings and couple gold jewelry. The management of PT. RIM Syam Gold Bangkinang demands maximum employee performance. Based on the results of interviews conducted with several employees, especially production employees, it was obtained that employees were given a target to complete consumer orders according to the specified deadline. However, some employees were able to meet the target. due to one of the levels of difficulty or the model of jewelry requested by consumers. This condition indicates that the performance of production employees at PT. RIM Syam Gold Bangkinang is still not optimal.

The above problems are also inseparable from the role of leaders who are fully responsible for the company's activities. The role of leaders in influencing, motivating, guiding, directing, and moving human resources, in creating good performance requires a figure who has the right leadership. One leadership style that can be applied is transformational leadership. Transformational leadership is a leadership style that can motivate followers to carry out and manage their own interests for the benefit of the organization with individual friendliness, intellectual stimulation, and ideal influence, all of which will result in extra effort from workers for better organizational effectiveness (Robbins, et.al, 2016).

The results of interviews with employees of PT. RIM Syam Gold Bangkinang, obtained information that the leader is charismatic and has a big influence in motivating subordinates to carry out work. Leaders can be emulated, inspire pride, loyalty, respect, enthusiasm, and trust in subordinates. However, other opinions from employees regarding leadership, there is unfair behavior from leaders in evaluating employee performance. This situation can cause jealousy among fellow employees. Another problem, leaders do not involve employees in discussing

problems faced by the company, so that employees' sense of belonging is low. All of these conditions can affect employee work results or performance.

In addition to leadership style, work culture factors can also be suspected of influencing employee performance. Basically, working culture is closely related to maintaining employee mentality and can also influence employee performance. Therefore, creating a positive work culture is a must. The work culture conditions at PT. RIM Syam Gold Bangkinang are not yet effective. This can be seen from the lack of employee understanding of the company's vision and mission, the lack of feedback related to employee performance achievements and so on..

The third factor that is considered to be able to influence employee performance is work motivation. Work motivation is a desire that arises from within a person or individual because they are inspired, encouraged, and driven to carry out activities or work with sincerity, joy and earnestness so that the results of the activities they do get good and quality results (Afandi, 2018). Related to employee motivation variables, from the results of the interview it was found that employee work motivation was good. This can be seen from the level of employee discipline to come and go home from work on time.

Research conducted by Akhibulha and Edy (2021) found that transformational leadership style has a positive effect on employee performance. And if the leader cannot influence and cannot direct employees to achieve company goals, then the employees do not work well and there is a gap in their performance. The results of Yuni Yulia Putri's research (2017) stated that transformational leadership style does not have a significant effect on employee performance. From this review, the research problem can be formulated, namely:

1. How does transformational leadership style affect employee work motivation
2. How does work culture affect employee work motivation
3. How does transformational leadership style directly affect employee performance
4. How does work culture directly affect employee performance
5. How does work motivation affect employee performance
6. How does transformational leadership style indirectly affect employee performance through work motivation
7. How does work culture indirectly affect employee performance through work motivation

The objectives of this study are as follows;

1. To find out and analyze the influence of transformational leadership style on employee work motivation
2. To find out and analyze the influence of work culture on employee work motivation
3. To find out and analyze the direct influence of transformational leadership style on employee performance
4. To find out and analyze the direct influence of work culture on employee performance
5. To find out and analyze the influence of work motivation on employee performance
6. To find out and analyze the indirect influence of transformational leadership style on employee performance through work motivation
7. To find out and analyze the indirect influence of work culture on employee performance through work motivation.

METHOD

The method used in the research conducted at this company is descriptive and clauseal research. This research was conducted at PT. RIM Syam Gold which is located on Jalan Sisingamangaraja, Bangkinang, Bangkinang District, Kampar Regency. This research will be carried out for 6 (six) months which will start in April 2024 and will end in September 2024. The research data is primary data and secondary data obtained by questionnaires, observations, interviews and documentation.

Data analysis in this study was carried out by instrument testing consisting of validity tests and reliability tests. Furthermore, the data analysis technique for this study used the Structural Equation Modeling (SEM) method using SmartPLS 3.00 software. There are 2 SEM methods that are generally known, namely Covariance-Based-SEM (CB-SEM) and Partial Least Squares Path Modeling (PLS-SEM). After the theory or theoretical model is developed and described in a flowchart, researchers can begin to convert the model specifications into a series of structural equations as follows:

$Z = \beta_1 X_1 + \beta_2 X_2 + e_1$

$Y = \beta_3 X_1 + \beta_4 X_2 + \beta_5 Z + e_2$

Description :

Z = Work Motivation;

Y= Employee Performance;

X_1= Transformational Leadership Style;

X_2= Organizational Culture

β_1- β_5 = Regression Coefficient

RESULTS AND DISCUSSION

Employee Performance Concept

In general, performance is defined as a person's success in doing a job. An organization, both government and private organizations, in achieving the goals set must go through means in the form of an organization driven by a group of people who play an active role as actors in an effort to achieve the goals of the institution or organization concerned (Prawirosentono, 2013). Performance is an achievement of certain job requirements which can ultimately be reflected in the output produced. Performance is one of the measuring tools for achieving organizational goals. Swanson and Graudous in Sutrisno (2016), explain that in any system of any size, all jobs are interconnected. The results of a set of job performances are input for other performance efforts. Because they are interdependent, what appears to be a small performance gain in one aspect of the job can result in a large gain overall. So, the productivity of a system depends on the accuracy and efficiency of work behavior. Factors that influence performance are ability factors and motivation factors. This is in accordance with the opinion of Keith Davis in Mangkunegara (2017) who formulated that: Human Performance: Ability x Motivation; Motivation: Attitude x Situation and Ability: Knowledge x Skill.

From the results of the conclusions that have been presented by the researcher, this will be a measuring tool for how employee performance is at PT RIM Syam Gold. Employee performance assessment in Sutrisno (2016) to determine employee performance requires special activities, namely: 1) Quality, is the extent to which the process or results of implementing activities approach the expected perfection; 2) Quantity, is the amount produced; 3) Timeliness, is the extent to which an activity is completed at the desired time, taking into account other outputs and the time available for other people's activities; 4) Cost effectiveness. is the extent to which the use of organizational resources is maximized to achieve the highest results or reduce losses from each unit of resource use; 5) Need for supervision. Is the extent to which a worker can carry out a job function without requiring supervision from a supervisor to prevent undesirable actions; 6) Interpersonal impact. Is the extent to which employees maintain self-esteem, good name, and cooperation among coworkers and subordinates.

According to Stoner and Edward, (2010) there are four ways to improve employee performance, namely: discrimination and expectations. By paying attention to these areas, it is hoped that employee performance and communication can be improved.

Concept of Transformational Leadership Style

Leadership is a personal attitude displayed by someone in leading the implementation of activities to achieve the desired goals. According to Wirawan (2012) leadership is a process, can be equated with the production process in the production management system, the leadership production process consists of input, process and output of leadership. Rivai (2014) states that leadership is a process of influencing in determining organizational goals, motivating follower behavior to achieve goals, influencing the process and output of leadership. Kartini Kartono (2010) namely that leadership has a unique character, specific, needed in a particular situation. Because in a group that carries out certain activities & has a goal and various special equipment. The leader of a group with characteristic traits is a function of a particular situation.

Currently, there are still many studies and discussions conducted to find an explanation of the essence of leadership. Initially, leadership theories focused on what qualities differentiate leaders and followers, while later theories looked at other variables such as situational factors and individual skill levels. The new paradigm of transformational leadership raises seven principles to create synergistic transformational leadership as below (Erik Rees, 2011): a) Simplification, the success of leadership begins with a vision that will be a reflection and a common goal; b) Motivation, the ability to get commitment from everyone involved in the vision that has been explained is the second thing we need to do; c) Facilitation, in the sense of the ability to effectively facilitate "learning" that occurs within the organization institutionally, in groups, or individually; d) Innovation, namely the ability to boldly and responsibly make a change when necessary and become a demand with the changes that occur; e) Mobility, namely the mobilization of all available resources to equip and strengthen everyone involved in it in achieving the vision and goals; f) Readiness, namely the ability to always be ready to learn about themselves and welcome change with a new positive paradigm; g) Determination, namely the determination to always get to the end, determination is not to finish something well and completely.

Concept of Organizational Culture

The concept of organizational culture is still relatively new. This concept was adopted by theorists from the discipline of anthropology, therefore the diversity of cultural understandings in the discipline of anthropology will also affect the diversity of cultural understandings in the discipline of organizations. Robbins, et.al, (2016) in his book on organizational behavior defines organizational culture as a system of shared meanings held by members that distinguish the organization from other organizations. Another definition according to Kreitner and Kinicki (2014) organizational culture is a form of assumption that is owned, implicitly accepted by the group and determines how the group feels, thinks, and reacts to its diverse environment. Luthans (2012) mentions important characteristics related to organizational culture, namely: a) Observable behavioral regularities characterized by language, terminology, and rituals; b) Norms reflected in terms of the amount of work to be done and the degree of cooperation between management and employees; c) Dominant values that support the organization and expect to be shared, to produce high product or service quality, low absenteeism, and high efficiency; d) Philosophy established within the company, beliefs about how employees and customers should be treated; e) Rules that dictate what should not be done to employee behavior in areas such as productivity, customer relations, and intergroup cooperation; f) Organizational climate reflected in the way employees interact with each other, serve customers, and how they feel about their superiors.

According to Schein (2010), the functions of organizational culture are divided based on their development stage, namely as follows: a) Early phase. is the growth stage of an organization: at this stage the function of organizational culture lies in differentiating both the environment and other groups or organizations; b) The middle phase of organizational life: at

this phase culture functions as an integrator because of the emergence of new sub-cultures as a savior of identity crises and opening up opportunities to direct changes in organizational culture; c) Mature phase: at this phase organizational culture can be an obstacle to innovation because it is oriented towards past greatness and becomes a source of value for complacency

Ouchi in Tika (2010) stated that the function of organizational (company) culture is to unite the activities of company members consisting of a group of individuals with distinctive (different) cultural backgrounds. From several functions that have been mentioned above, it can be concluded that organizational culture has a positive function for organizational management of external problems and internal problems of an organization. Organizational culture also functions as an identity, sets boundaries in behavior, and raises employee commitment. According to Luthans (2012) the main factors that determine the strength of organizational culture are togetherness and intensity.

Concept of Work Motivation

Pamela & Oloko (2015), said that motivation is the key to a successful organization to maintain the continuity of work in the organization in a strong way and assistance to survive. Motivation is to provide proper guidance or direction, resources and rewards so that they are inspired and interested in working in the desired way. Chukwuma & Obiefuna (2014), motivation is the process of arousing behavior, maintaining behavioral progress, and channeling specific action behavior. Thus, motives (needs, desires) encourage employees to act. According to Munandar (2011) explaining the aspects of work motivation are: a) Discipline from employees, namely, attitudes, behavior or actions of employees to carry out work activities in accordance with certain patterns; b) High imagination and combination power, making work results and combinations of ideas or images arranged more carefully or on their own initiative, not imitated and are constructive so as to form a result or product that supports better work quality; c) Self-confidence. A feeling of confidence that employees have in their abilities; d) Resistance to pressure. Employee reactions to unpleasant emotional experiences that are felt as threats or because of an imbalance between demands and desires that are owned, and the pressure is resolved in a unique way for each individual; e) Responsibility in doing work An awareness of individuals to carry out obligations or work, accompanied by a sense of courage to accept all risks, great initiative in facing difficulties in work and great encouragement to complete what must and should be completed.

Kustrianingsih et al. (2016) group motivation theories as follows: 1) Maslow's Motivation Theory, namely physiological needs, safety needs, social needs, esteem needs and self-actualization needs; 2) Theory X and Theory Y. Douglas McGregor put forward two clearly different views on humans. Basically one is negative, which is marked as Theory X, and the other is positive, which is marked as Theory Y. Theory X states that employees who work in an organization are basically unmotivated and do not like to work; 3) Mc Clelland's Motivation Theory. This theory states that an employee has a potential energy reserve.

Review of Previous Research Results

Several previous studies that are in line with this study, including research conducted by Ahmad Rivai (2020), which concluded that partially transformational leadership and organizational culture have a positive and significant effect on employee performance and transformational leadership and organizational culture simultaneously have a positive and significant effect on employee performance at PT Federal International Finance-Medan. Then the research by Kristiawan and Widodo (2020), concluded that (1) simultaneously the variables Transformational Leadership, Organizational Culture, and Organizational Citizenship Behavior have a significant effect on employee performance. (2) based on the partial t-test, the variables Transformational Leadership and Organizational Culture have a significant effect on

employee performance. (3) the variable Organizational Citizenship Behavior has no significant effect on employee performance.

Research conducted by Suarni Norawati, et al. (2023), which concluded that leadership directly has a significant effect on employee performance. Leadership indirectly has a significant effect on employee performance. Work motivation has a significant direct effect on employee performance. Work motivation has a significant indirect effect on employee performance. Organizational culture has a significant direct effect on employee performance. Organizational culture has a significant indirect effect on employee performance. Furthermore, research conducted by Rafika Afza, et al. (2022), the results found that the application of transformational leadership was proven to contribute to improving employee performance and innovative behavior. Innovative work behavior was also found to contribute to improving performance. Based on the description above, a research model can be presented as in Figure 1 below:

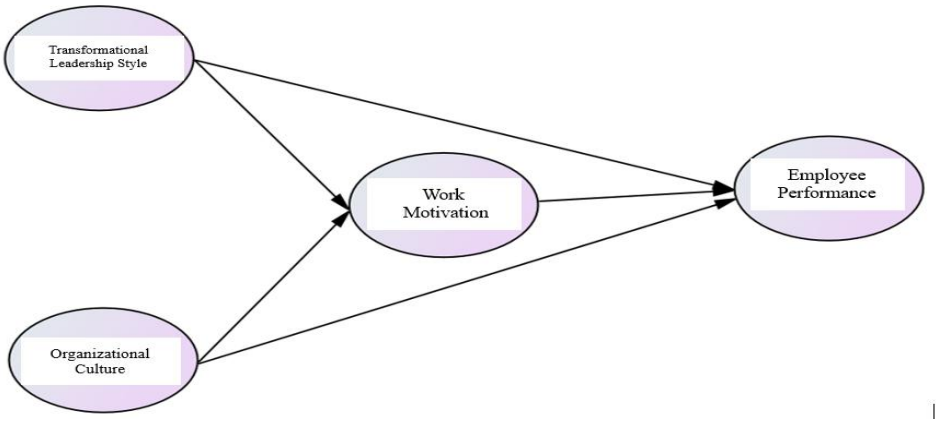

Figure 1. Research Model

Hypothesis

1. It is suspected that transformational leadership has a significant effect on employee work motivation.
2. It is suspected that organizational culture has a significant effect on employee work motivation
3. It is suspected that transformational leadership has a direct and significant effect on employee performance
4. It is suspected that organizational culture has a direct and significant effect on employee performance
5. It is suspected that work motivation has a significant effect on employee performance.
6. It is suspected that transformational leadership has an indirect and significant effect on employee performance
7. It is suspected that organizational culture has an indirect and significant effect on employee performance

Results

Hypothesis testing in this study was conducted using the Structural Equation Modeling (SEM) model, using the Partial Least Square (SEM-PLS) algorithm approach. However, before conducting hypothesis testing, it is necessary to first conduct validity, reliability and feasibility testing of the model. The results of construct validity and reliability testing are explained in the following outer model stage:

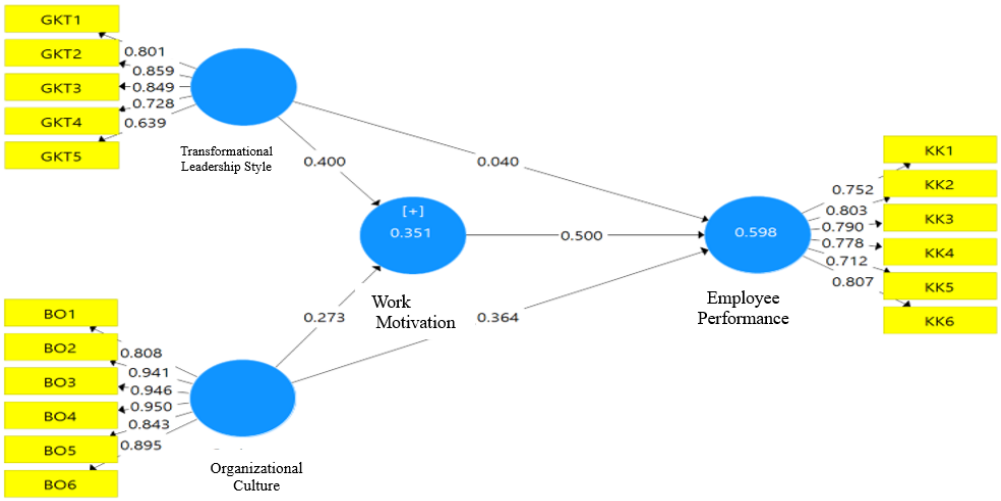

Figure 2. Results of Measurement Model Evaluation (Outer Model)
Source: Data Processing Results

From Figure 2, the structure of the model used in this study can be seen with the results of the validity test that can be seen in the figure. Validity testing in this study was carried out with several approaches, namely validity testing using the discriminant validity approach and reliability testing through composite reliability. The results of the discriminant validity test are presented in Table 2.

Table 2. Results of Validity Testing with the Discriminant Validity Approach

Fornell-Larcker Criterion	Organizational Culture	Transformational Leadership Style	Employee Performance	Work Motivation
Organizational Culture	0.899			
Transformational Leadership Style	0.536	0.780		
Employee Performance	0.629	0.508	0.774	
Work Motivation	0.487	0.546	0.699	0.739

Source: Data Processing Results

From Table 2 above, it is known that the indicators of each variable in this study have good discriminant validity in forming each variable studied. Discriminant validity testing can also be known through the Average Variant Extracted (AVE) value. Each latent construct must have an AVE value> 0.5, this result explains that the measurement model is good and vice versa. The results of the AVE value for the variables in the study from the four variables are above 0.5. Then continued with reliability testing. Reliability testing and data processing results, the results of reliability testing with the composite reliability approach and the Cronbach's alpha value can be seen in Table 3:

Table 3. Composite Reliability and Cronbach's Alpha Values

Construct	CA	CR
Organizational Culture	0,952	0,962
Transformational Leadership Style	0,837	0,885
Employee Performance	0,867	0,900
Work Motivation	0,787	0,856

Source: Data Processing Results

From Table 3, it can be seen that all constructs or research variables have Composite Reliability (CR) and Cronbach's Alpha (CA) values greater than 0.7. Thus, it can be said that the constructs or research variables, namely employee performance, work motivation,

transformational leadership style and organizational culture are stated to be reliable. Hypothesis testing in this study was carried out using the SEM-PLS model which was stated to be feasible as an analysis tool. The results of the research hypothesis testing can be seen in Table 4:

Table 4. Value of Relationship between Variables (Direct and Indirect Effects)

	Hypothesis	Direct Effect	Indirect Effect	t-test	Conclusion
H1	Transformational Leadership Style -> Work Motivation	0.400 (0.001)	-	3.233	Significant
H2	Organizational Culture -> Work Motivation	0.273 (0.021)	-	2.323	Significant
H3	Work Motivation -> Employee Performance	0.500 (0.000)	-	4.045	Significant
H4	Transformational Leadership Style -> Employee Performance	0.040 (0.720)	-	**0.358**	**Not Significant**
H5	Organizational Culture -> Employee Performance	0.364 (0.002)	-	3.111	Significant
H6	Organizational Culture -> Work Motivation -> Employee Performance	-	0.136 (0.043)	1.799	Significant
H7	Transformational Leadership Style -> Work Motivation -> Employee Performance	-	0.200 (0.037)	2.090	Significant
R^2		0.351	0.598		

Source: Data Processing Results

These results explain that there is a significant influence of the transformational leadership style variable on employee work motivation at PT RIM Syam Gold Bangkinang, thus the first hypothesis in this study is accepted at a 95% confidence level. The results of this study support the research conducted by Chintya, et al. (2021), where the results of their study concluded that transformational leadership has a positive and significant effect on the motivation of millennial generation employees. Therefore, leaders must be able to encourage employees to be able to think with the hope of being able to do their jobs well. This is done so that employees are aware of and see the level of performance, for the purpose of improving self-management and becoming loyal to their organization. Employee loyalty and openness to leaders lead to employees' willingness to do the work given by leaders in order to improve self-management.

Thus transformational leadership enhances leadership at a higher level to achieve the vision and mission of the company. So that employee performance assessment in low work motivation with transformational leadership will be able to help foster motivation and improve employee quality. The support of leaders is very much needed so that employee performance is more effective. Strong motivation will make the company improve. Thus understanding and mastery of the concept of leadership plays a crucial role in shaping individuals into effective and influential leaders. Effective leadership not only involves the ability to run operations, but also the ability to inspire, motivate, and manage change.

Then the results of this study prove that organizational culture has a significant effect on employee work motivation, because the p-value is lower than alpha, which is 0.021 <0.05. These results explain that there is a positive and significant effect of the organizational culture variable on employee work motivation, thus hypothesis two is accepted. This means that if it is assumed that the better the organizational culture, the more employee work motivation will increase and vice versa. Thus, organizational culture is directly proven to be a determining factor in whether or not employee work motivation is good at PT RIM Syam Gold Bangkinang. The results of this study are in line with research conducted by Chintya Krisna et al., (2021), where the results of their study concluded that organizational culture has a significant effect on the motivation of millennial generation employees. This also supports research conducted by

Dinday Ayu Firanti, et al., (2021) which concluded that culture in the organization has an effect on the work motivation of members of the Club K organization, State University of Jakarta.

This study proves that there is a significant influence of work motivation variables on employee performance, thus the fourth hypothesis is accepted. This means that if it is assumed that employee work motivation increases, employee performance will also increase and vice versa. Thus, work motivation is proven to be a determining factor in whether or not employee performance is good at PT RIM Syam Gold Bangkinang. The results of this study are in accordance with the opinion of Mangkunegara (2017) who said that performance consists of ability and motivation. The results of this study are in line with research conducted by Silfia Febrianti, et al. (2014), the results of her study concluded that employee work motivation has a significant effect on employee performance. This is also the same as research conducted by Taufan Maulana Fajri and Abdul Rohman (2019), where her research concluded that there is a positive influence of the reward system and employee motivation on employee performance.

The results of this study were able to prove that to see the direct influence of transformational leadership style on employee performance, a regression coefficient of 0.040 was obtained, and the t-statistic value was obtained at 0.720 with a p-value (significance value) of 0.040, so that the p-value was higher than alpha, which was 0.404> 0.05. These results explain that there is no significant direct influence of the transformational leadership style variable on employee performance, thus the fourth hypothesis is rejected at a 95% confidence level. This means that transformational leadership style has not been proven to be able to determine whether or not employee performance is good at PT RIM Syam Gold Bangkinang. Therefore, leadership style will not directly determine whether or not employee performance is good.

This does not support the findings of research results from Sartik, et al. (2019), which stated that transformational leadership has a positive influence on performance. Likewise, empirical research conducted by Krisna, et al. (2015), which stated that there is a partial influence of transformational leadership style on performance. Transformational leadership style has a positive effect on employee performance because when viewed from the results of the data description analysis, it shows that the transformational leadership style has reached the capable category, meaning that the transformational leadership style applied by the leader is very good so that it can improve employee performance in the company.

The results of this study indicate that the regression coefficient describing the direct influence of organizational culture on performance is obtained at 0.364 with a t-statistic value of 3.111 and a p-value (t-count significance value) of 0.002. This study uses an alpha of 5% (= 0.05), so it is known that the p-value is lower than alpha, namely 0.002 <0.05, thus the fifth hypothesis is accepted at a 95% confidence level. These results explain that there is a significant direct influence of organizational culture variables on employee performance. The results of this study are not in line with the research conducted by Chintya and Windijarto, (2021), which concluded that organizational culture has an insignificant effect on the performance of generation employees. Organizational culture is very important in a company (Munawirsyah, 2018). According to Abdullah and Aristanti (2010) organizational culture is a belief held by members of the organization, which influences the behavior of members of the organization and the way members of the organization work. It can be interpreted as a written or unwritten rule or a benchmark that is believed by employees. So that it will be formed as a work procedure for employees that becomes a habit that will have an impact on employee performance.

These results explain that there is a significant indirect effect of the transformational leadership style variable on employee performance through work motivation, meaning that work motivation is proven to be able to mediate or strengthen and weaken the effect of transformational leadership style on employee performance. This explains indirectly, transformational leadership style through employee work motivation can affect employee

performance. The results of this study are not in line with the research conducted by Chintya, et al., (2021), which concluded that transformational leadership has a positive and significant effect on the motivation of millennial generation employees, motivation has a significant positive effect on the performance of millennial generation employees, organizational culture has an insignificant effect on the performance of millennial generation employees through motivation, motivation mediates the relationship between transformational leadership and the performance of millennial generation employees insignificantly.

Then this result explains that there is a significant indirect influence of organizational culture variables on employee performance through work motivation, meaning that work motivation is proven to be able to mediate or strengthen and weaken the influence of work culture on employee performance. This explains indirectly, organizational culture through employee work motivation can affect employee performance. Indirectly, motivation can also affect employee performance. So that performance is further improved, it must begin with how to maintain or build employee motivation properly. Motivation is a very crucial factor in realizing a certain goal. Because everyone has feelings and desires that greatly influence each person's abilities, it will encourage that person to act and behave.

CONCLUSION

The conclusion of this study is:

1. Transformational leadership style has been proven to have a significant influence on employee work motivation, meaning that if it is assumed that the implementation of transformational leadership style increases, then employee work motivation will also increase and vice versa.
2. Organizational culture has been proven to have a significant influence on employee work motivation, meaning that if it is assumed that the organizational culture is getting better, employee work motivation will also increase and vice versa.
3. Employee work motivation has been proven to have a significant influence on employee performance, meaning that if it is assumed that employee work motivation increases, employee performance will also increase and vice versa.
4. Leadership style has not been proven to have a significant direct effect on employee performance. This means that transformational leadership style has not been proven to determine whether employee performance is good or not
5. Organizational culture has been proven to have a significant direct effect on employee performance, meaning that if it is assumed that the better the organizational culture, the better the employee performance will be and vice versa. Therefore, it is said that organizational culture can determine whether or not employee performance in the company is good.
6. The indirect influence of transformational leadership style on employee performance through work motivation, meaning that work motivation is proven to be able to mediate or strengthen and weaken the influence of transformational leadership style on employee performance.
7. Indirect influence of organizational culture on employee performance through work motivation, meaning, work motivation is proven to be able to mediate or strengthen and weaken the influence of work culture on employee performance. This explains indirectly, organizational culture through employee work motivation can affect employee performance

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