
THE ROLE OF MOTIVATION AS A MEDIATING VARIABLE OF THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP AND ORGANIZATIONAL CULTURE TO EMPLOYEE PERFORMANCE

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Abstract

This study aims to examine the mediating role of work motivation in the relationship between transformational leadership, organizational culture, and employee performance at the Regional Office of the National Logistics Agency (BULOG) of West Nusa Tenggara. The research adopts a quantitative approach with a causal associative research design and is analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS). The study involved all 128 employees as respondents, with data collected through a Likert-scale questionnaire. The findings reveal that transformational leadership and organizational culture have a positive and significant effect on both work motivation and employee performance. Work motivation also exerts a positive and significant influence on employee performance and significantly mediates the effects of transformational leadership and organizational culture on performance. An R-square value of 0.823 indicates a strong explanatory power of the proposed model. These results highlight the critical role of transformational leadership and a supportive organizational culture in enhancing work motivation and achieving optimal employee performance within public sector organizations. This study provides managerial implications for strengthening human resource policies through leadership development and the reinforcement of adaptive and collaborative organizational cultures. Future research is recommended to incorporate additional variables and expand the scope of analysis beyond a single institution, including both private organizations and government sectors.

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

INTRODUCTION

Human resources play a strategic role in determining organizational effectiveness, as employee performance largely reflects how well individuals are managed, developed, and motivated (Liu et al., 2007). Effective human resource management integrates recruitment, training, and performance appraisal systems to optimize employee potential in achieving organizational goals (Dessler, 2013). In contemporary organizations, strategic planning and continuous development are emphasized to ensure alignment between employee competencies and job demands. Training enhances short-term job-related skills, while development prepares employees for greater responsibilities in the future (Yusuf & Hendra, 2023). When employees feel valued and supported through fair policies and development opportunities, they tend to exhibit higher motivation, which positively affects both individual and organizational performance (Hasibuan, 2016).

Employee performance is a multidimensional construct that includes not only outcomes but also the process of task execution, encompassing quality, quantity, responsibility, and work behavior (Mangkunegara, 2018). Armstrong (2016) describes performance as the result of a process measured over a specific period against predetermined standards. Performance is influenced by both ability and motivation, where ability reflects intellectual and physical capacity, and motivation represents internal and external forces that drive work behavior (Mangkunegara, 2018). Lawler & Porter (2019) emphasize that optimal performance is achieved when high motivation is supported by adequate ability.

Transformational leadership is widely recognized as a key factor influencing employee performance. This leadership style emphasizes inspiration, empowerment, and individualized consideration, encouraging employees to transcend personal interests for collective organizational goals (Northouse, 2021). Transformational leaders foster emotional engagement, innovation, and commitment to organizational vision, which ultimately enhances individual and team performance (Robbins & Judge, 2020). Empirical evidence consistently demonstrates a positive relationship between transformational leadership and employee performance, job satisfaction, and motivation (Hoch et al., 2018; Purwanto, 2020; Hafidz & Agusdin, 2020). However, contradictory findings suggest that excessive emphasis on long-term vision without addressing employees' basic needs, such as work–life balance and recognition, may negatively affect performance (Suryadi & Efendi, 2019). These inconsistencies indicate the need to examine intervening variables that may explain the leadership–performance relationship.

In addition to leadership, organizational culture significantly shapes employee behavior and performance. Organizational culture reflects shared values, norms, and assumptions that guide how employees think and act within an organization (Robbins & Judge, 2020; Schein, 2010). Empirical studies show that cultures emphasizing discipline, commitment, task clarity, innovation, and effective communication positively influence employee performance, particularly in public sector and state-owned enterprises (Setiawan & Lestari, 2018; Suparman, 2019). Conversely, overly rigid and bureaucratic cultures may limit innovation, reduce motivation, and hinder performance (Supriyanto & Wahyuni, 2015). These findings suggest that organizational culture can either enhance or constrain employee performance depending on its characteristics and implementation.

Motivation represents a critical internal mechanism that directs effort intensity, persistence, and work behavior. Maslow (1943) hierarchy of needs explains that individuals are motivated to perform better once their basic needs are fulfilled, enabling them to pursue higher-level psychological needs. Herzberg (1959) two-factor theory further distinguishes between motivator factors that enhance performance and hygiene factors that prevent dissatisfaction. Empirical studies confirm that both intrinsic and extrinsic motivation significantly influence employee performance (Suryani & Susanto, 2018; Prasetyo & Rahayu, 2023). Nevertheless, excessive motivation without adequate emotional support may lead to burnout and long-term performance decline (Wijaya & Lestari, 2020), indicating the importance of balanced motivational management.

Based on these theoretical and empirical insights, motivation is assumed to function as a mediating variable linking transformational leadership and organizational culture to employee performance. Observations at the West Nusa Tenggara Regional Logistics Agency (BULOG NTB) reveal fluctuations in distribution performance between 2023 and 2024, alongside improvements in leadership practices, organizational culture implementation through AKHLAK core values, and employee development initiatives. These conditions highlight the relevance of examining how leadership and organizational culture influence employee performance through motivation. Therefore, this study aims to analyze the mediating role of motivation in the relationship between transformational leadership, organizational culture, and employee performance at the West Nusa Tenggara Regional Logistics Agency.

REVIEW OF LITERATURE

Employee Performance

Employee performance refers to the level of achievement of work results in accordance with predetermined standards and organizational objectives. Performance reflects both the quality and quantity of outputs generated by employees within a specific period (Bernardin & Russell, 1993; Robbins, 2007). From a broader organizational perspective, employee performance constitutes a critical determinant of organizational effectiveness, as individual outputs collectively shape institutional productivity and service quality (Magnier-Watanabe et al., 2020).

Performance is multidimensional in nature, encompassing aspects such as work quality, quantity, timeliness, cost efficiency, attendance, cooperation, and interpersonal relations (Bernardin & Russell, 1993; Mathis & Jackson, 2002). Rivai (2015) emphasizes that performance assessment should integrate measurable indicators, clear objectives, and systematic evaluation mechanisms. In the public sector context, performance is also expected to reflect ethical standards, accountability, and compliance with organizational rules and responsibilities (Susanto, 2017). These perspectives suggest that employee performance is not merely an outcome but a reflection of behavioral processes shaped by individual and organizational factors.

Transformational Leadership

Transformational leadership is conceptualized as a leadership approach that motivates followers to transcend self-interest and pursue collective organizational goals

through inspiration, intellectual stimulation, individualized consideration, and idealized influence (Bass & Avolio, 1994; Yammarino & Bass, 1990). Leaders who adopt this style articulate a compelling vision, foster trust, and encourage innovation, thereby enhancing employees' emotional attachment and commitment to the organization (Northouse, 2021).

Extensive empirical evidence indicates that transformational leadership positively influences employee performance, engagement, and organizational effectiveness (Podsakoff et al., 1990; Hoch et al., 2018; Qalati et al., 2022). Transformational leaders enhance employees' self-efficacy and intrinsic motivation by providing support, recognition, and opportunities for development (MacKenzie et al., 2001; Bass & Riggio, 2014). However, some studies report inconsistent findings, suggesting that transformational leadership does not always exert a direct effect on performance and may operate through mediating variables such as motivation or readiness for change (Novitasari et al., 2020). These inconsistencies highlight the importance of examining underlying psychological mechanisms that link leadership behavior to performance outcomes.

Organizational Culture

Organizational culture refers to a set of shared values, norms, beliefs, and behavioral patterns embraced by organizational members that guide daily work activities. Robbins and Judge (2018) define organizational culture as a system of shared meanings held by members that distinguishes one organization from another. This definition highlights that culture serves not only as a behavioral guideline but also as an organizational identity that shapes how individuals interact, make decisions, and contribute to organizational objectives.

Hofstede (2010) views organizational culture as collective patterns of values and beliefs that shape individual behavior within organizations, including responses to change and challenges. In line with this, Hasibuan (2016) describes organizational culture as a philosophy of life that evolves into habits, values, and driving forces deeply rooted within an organization. This perspective suggests that culture is not merely normative but also functions as an internal energy influencing employee motivation, loyalty, and organizational commitment. Meanwhile, research by Pratiwi and Nurmayanti (2023) defines employee performance as the level of achievement of work outcomes in carrying out duties and responsibilities in accordance with organizational targets, standards, and objectives, reflected through work quality and quantity, timeliness, discipline, and responsibility.

A strong and positive organizational culture plays a vital role in enhancing employee performance and job satisfaction. Siagian (2002) asserts that organizations with strong cultures are better equipped to cope with environmental dynamics due to shared commitment to organizational goals. This view is reinforced by Deal and Kennedy (1982), who argue that organizational success is significantly influenced by the strength of its culture. In the Indonesian context, Wuryaningsih et al., (2019) found that cultural values emphasizing togetherness and collectivism positively contribute to job satisfaction and team effectiveness. Therefore, organizational culture is understood as a strategic element that shapes a conducive work environment, enhances employee well-being, and supports sustainable organizational goal achievement.

Work Motivation

Work motivation is defined as the internal and external forces that initiate, direct, and

sustain work-related behavior toward the achievement of organizational goals (Robbins, 2007; Rivai, 2015). Motivation arises from intrinsic sources, such as achievement and self-fulfillment, as well as extrinsic factors, including compensation, recognition, and working conditions (Deci & Ryan, 2017).

Theoretical frameworks such as Herzberg's Two-Factor Theory and Self-Determination Theory emphasize the role of both individual needs and organizational context in shaping motivation (Herzberg, 1959; Deci & Ryan, 2017). Empirical studies consistently demonstrate that motivated employees exhibit higher levels of productivity, persistence, and job performance (Cerasoli et al., 2014; Kuswati, 2020; Suryatni et al., 2023). However, motivation is also sensitive to leadership style and organizational culture, suggesting that it may function as an intervening variable rather than a purely independent predictor of performance.

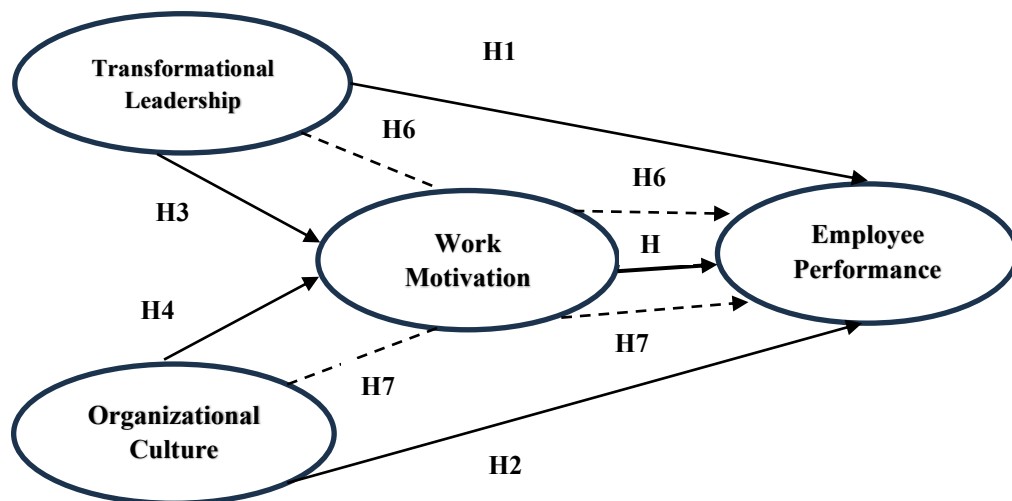
In context as mediating variable, recent studies increasingly position motivation as a mediating mechanism that explains how organizational factors influence employee performance. Transformational leadership enhances motivation by fostering meaningful work, psychological empowerment, and trust, which subsequently translate into improved performance (MacKenzie et al., 2001; Bass & Riggio, 2014; Prayudi, 2020). Empirical evidence supports the mediating role of motivation in the relationship between transformational leadership and employee performance (Setiawan & Muhith, 2013).

Similarly, organizational culture shapes motivation by creating a supportive and value-driven work environment that reinforces employees' sense of belonging and purpose (Martini & Nugraha, 2022; Pradana & Ardiyansyah, 2022). A positive organizational culture strengthens intrinsic and extrinsic motivation, which in turn enhances performance outcomes (Murniyanti, 2020). Despite growing interest in mediation models, studies that simultaneously examine transformational leadership, organizational culture, and motivation within public sector logistics organizations remain limited. This gap underscores the relevance of the present study in providing empirical evidence on the mediating role of motivation in explaining employee performance at BULOG NTB.

Conceptual Framework

The conceptual framework of this study illustrates the relationship between transformational leadership and organizational culture and employee performance, with work motivation serving as a mediating variable at the Regional Office of the National Logistics Agency (BULOG) of West Nusa Tenggara. Transformational leadership and organizational culture are positioned as independent variables that directly influence employees' work motivation as well as employee performance. Work motivation functions as a psychological mechanism that bridges the influence of these organizational factors on performance outcomes. This framework is built on the assumption that visionary, inspirational, and supportive leadership, along with a conducive organizational culture that aligns with employees' values, can enhance work motivation, which in turn leads to optimal employee performance.

Empirically, numerous studies support the relationships proposed in this conceptual framework. Bass and Avolio (1994) and Kirkpatrick and Locke (1991) demonstrate that transformational leadership plays a crucial role in improving performance by providing vision, inspiration, and motivation to employees. Studies by Qalati et al. (2022) and Buil et al. (2019) report a positive relationship between transformational leadership and performance, although this effect is often mediated by psychological factors such as motivation. In addition, an adaptive and supportive organizational culture has been shown to enhance employee motivation and performance (Martini & Nugraha, 2022; Widyaputra & Dewi, 2017). Work motivation itself has a significant influence on employee performance (Hasibuan, 2016; Kuswati, 2020) and serves as a mediating variable linking transformational leadership and organizational culture to performance (Avolio & Bass, 2004; Effendy, 2019; Naibaho & Wijono, 2022). Therefore, work motivation emerges as a key element in explaining the mechanism through which organizational factors affect employee performance.



RESEARCH METHOD

This study adopted a quantitative associative approach to examine causal relationships between transformational leadership and organizational culture on employee performance, with work motivation as a mediating variable (Siregar, 2013; Sugiyono, 2018). The research was conducted at the Regional Division of the Indonesian Logistics Agency (BULOG) in West Nusa Tenggara Province, selected due to its strategic role in food logistics and increasing performance demands.

A census method was employed involving all 128 employees as respondents to ensure comprehensive population coverage and data representativeness (Sugiyono, 2018). Data were collected through structured questionnaires distributed both online and offline to minimize non-response bias (Sekaran, 2006). Primary data were obtained directly from respondents, while secondary data were sourced from organizational documents and relevant literature.

The study examined four variables: transformational leadership (X1), organizational culture (X2), work motivation (Z), and employee performance (Y). Transformational leadership was measured using idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Avolio, 1994). Organizational culture was operationalized using BULOG's AKHLAK core values (Perum Bulog, 2021). Work motivation encompassed intrinsic and extrinsic factors, while employee performance was assessed based on achievement orientation, customer focus, teamwork, integrity, and problem-solving ability.

All indicators were measured using a five-point Likert scale (Sugiyono, 2018). Data analysis was performed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4. Measurement model evaluation included convergent validity, discriminant validity, and reliability testing using outer loadings, AVE, Composite Reliability, and Cronbach's Alpha (Ghozali, 2021; Hair Jr et al., 2020). Structural model evaluation was conducted through bootstrapping to test hypotheses and assess R-square, Q-square, and F-square values to determine explanatory power, predictive relevance, and effect size (Hair et al., 2019, 2021).

Table 1.
Recapitulation of Questionnaire Results

Variable	Indicator	Factor Loading	Status
Transformational Leadership (X1)	X1.1	0.806	Valid
	X1.2	0.819	Valid
	X1.3	0.807	Valid
	X1.4	0.854	Valid
	X1.5	0.874	Valid
	X1.6	0.749	Valid
	X1.7	0.886	Valid
	X1.8	0.761	Valid
	X1.9	0.804	Valid
	X1.10	0.815	Valid
	X1.11	0.821	Valid
	X1.12	0.850	Valid
Organizational Culture (X2)	X2.1	0.735	Valid
	X2.2	0.774	Valid
	X2.3	0.814	Valid
	X2.4	0.812	Valid
	X2.5	0.849	Valid
	X2.6	0.798	Valid
	X2.7	0.774	Valid
	X2.8	0.828	Valid
	X2.9	0.857	Valid
	X2.10	0.845	Valid
	X2.11	0.804	Valid

	X2.12	0.858	Valid
	X2.13	0.793	Valid
	X2.14	0.881	Valid
	X2.15	0.741	Valid
	X2.16	0.783	Valid
	X2.17	0.775	Valid
	X2.18	0.753	Valid
Employee Performance (Y)	Y1	0.728	Valid
	Y2	0.812	Valid
	Y3	0.786	Valid
	Y4	0.794	Valid
	Y5	0.820	Valid
	Y6	0.811	Valid
	Y7	0.845	Valid
	Y8	0.811	Valid
	Y9	0.850	Valid
	Y10	0.821	Valid
	Y11	0.825	Valid
	Y12	0.806	Valid
	Y13	0.819	Valid
	Y14	0.750	Valid
	Y15	0.748	Valid
Work Motivation (Z)	Z1	0.706	Valid
	Z2	0.781	Valid
	Z3	0.847	Valid
	Z4	0.808	Valid
	Z5	0.824	Valid
	Z6	0.714	Valid
	Z7	0.717	Valid
	Z8	0.768	Valid
	Z9	0.818	Valid
	Z10	0.747	Valid
	Z11	0.765	Valid
	Z12	0.772	Valid
	Z13	0.758	Valid
	Z14	0.861	Valid
	Z15	0.798	Valid

RESULTS AND DISCUSSION

The assessment of the measurement model (outer model) and structural model (inner model) was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software. The analysis followed a two-stage procedure: first, evaluating the

measurement model to ensure construct validity and reliability; and second, assessing the structural model to examine the relationships among transformational leadership, organizational culture, work motivation, and employee performance.

Measurement Model (Outer Model)

Convergent validity was evaluated by examining indicator loadings and Average Variance Extracted (AVE). As illustrated in Figure 2, all indicators associated with Transformational Leadership (X1), Organizational Culture (X2), Work Motivation (Z), and Employee Performance (Y) demonstrate standardized factor loadings exceeding the recommended threshold of 0.70 (Hair et al., 2014). These results indicate that all indicators adequately represent their respective constructs and meet the criteria for convergent validity.

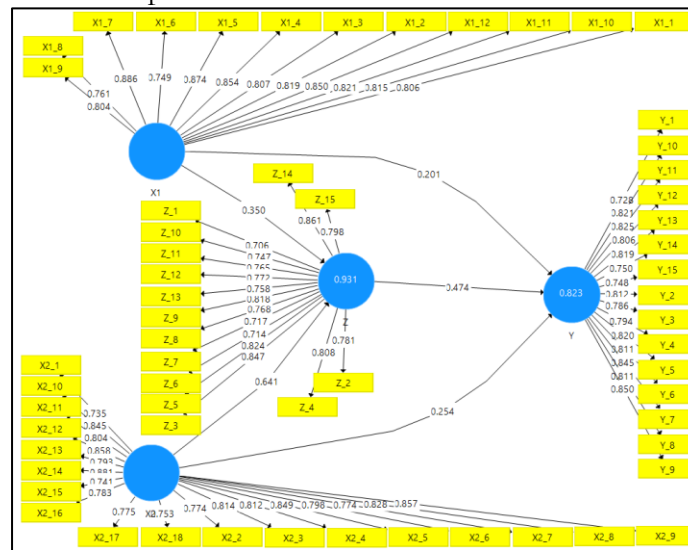


Figure 1.

Structural Outer Model

Discriminant validity was assessed using AVE values to ensure that each construct is empirically distinct. As presented in Table 2, all constructs achieved AVE values greater than 0.50, confirming satisfactory discriminant validity and indicating that each construct explains more variance in its indicators than measurement error.

Table 2.

Average Variance Extracted (AVE) Values

Variable	Average Variance Extracted (AVE)	Interpretation
Transformational Leadership (X1)	0.675	Valid
Organizational Culture (X2)	0.648	Valid
Employee Performance (Y)	0.644	Valid
Work Motivation (Z)	0.609	Valid

Reliability testing was conducted to assess internal consistency using Composite Reliability, Cronbach's Alpha, and Rho_A. As shown in Table 3, all constructs exhibit reliability values exceeding the recommended threshold of 0.70, indicating strong internal

consistency and confirming that the measurement instruments are reliable (Abdillah & Jogiyanto, 2014; Dijkstra & Henseler, 2015).

Table 3.
Reliability Test Results

Variable	Cronbach's Alpha	Rho_A	Composite Reliability
Transformational Leadership (X1)	0.956	0.957	0.961
Organizational Culture (X2)	0.968	0.969	0.971
Employee Performance (Y)	0.960	0.961	0.964
Work Motivation (Z)	0.954	0.955	0.959

Structural Model (Inner Model)

The structural model evaluation indicates that the R-square value for employee performance is 0.823, suggesting that 82.3% of the variance in employee performance is explained by transformational leadership, organizational culture, and work motivation. Meanwhile, work motivation has an R-square value of 0.931, indicating that transformational leadership and organizational culture explain 93.1% of its variance. According to Hair et al. (2017), both values fall into the substantial category, demonstrating strong explanatory power.

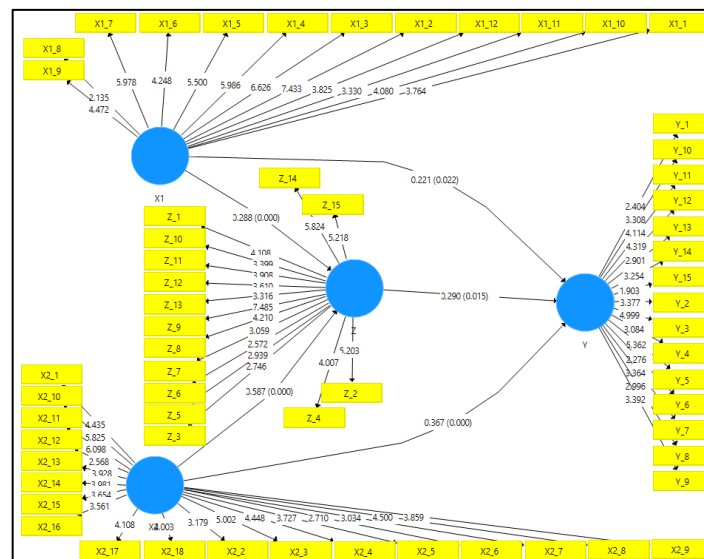


Figure 2.
Structural Inner Model

Table 4.
R-Square Values

Variable	R-square
Employee Performance	0.823
Work Motivation	0.931

Predictive relevance was assessed using the Stone–Geisser Q-square (Q^2) value. As shown in Table 5, employee performance achieved a Q^2 value of 0.134 (>0), indicating that the model possesses adequate predictive relevance and is capable of accurately predicting observed data.

Table 5.
 Q^2 Values

Construct	Q^2 Value	Interpretation
Employee Performance	0.134	Predictive Relevance

Hypothesis Testing (Direct Effects)

Bootstrapping results indicate that all hypothesized direct relationships are positive and statistically significant (Table 6). Transformational leadership has a significant effect on employee performance ($\beta = 0.221$; $t = 2.290$; $p < 0.05$) and work motivation ($\beta = 0.288$; $t = 4.230$; $p < 0.001$). Organizational culture exerts a stronger positive effect on employee performance ($\beta = 0.367$; $t = 3.889$; $p < 0.001$) and work motivation ($\beta = 0.587$; $t = 6.137$; $p < 0.001$). Furthermore, work motivation significantly influences employee performance ($\beta = 0.290$; $t = 2.445$; $p < 0.05$), indicating that higher motivation levels contribute to improved performance outcomes.

Table 6.
Hypothesis Testing Results 1

Path Relationship	β	t-Statistic	p-Value	Result
Transformational Leadership → Employee Performance	0.221	2.290	0.022	Supported
Organizational Culture → Employee Performance	0.367	3.889	0.000	Supported
Transformational Leadership → Work Motivation	0.288	4.230	0.000	Supported
Organizational Culture → Work Motivation	0.587	6.137	0.000	Supported
Work Motivation → Employee Performance	0.290	2.445	0.015	Supported

Hypothesis Testing (Mediation Effects)

Mediation analysis using bootstrapping reveals that work motivation significantly mediates the relationship between transformational leadership and employee performance ($\beta = 0.083$; $t = 2.102$; $p < 0.05$), as well as between organizational culture and employee performance ($\beta = 0.170$; $t = 2.311$; $p < 0.05$). Because the direct effects remain significant, work motivation functions as a partial mediator in both relationships.

These findings suggest that transformational leadership and organizational culture not only directly enhance employee performance but also indirectly improve performance by strengthening employee motivation.

Table 7.
Hypothesis Testing Results 2

Path Relationship	β	t-Statistic	p-Value	Result
Transformational Leadership → Work Motivation → Employee Performance	0.083	2.102	0.036	Supported
Organizational Culture → Work Motivation → Employee Performance	0.170	2.311	0.021	Supported

Transformational Leadership and Employee Performance

The findings indicate that transformational leadership has a positive and significant effect on employee performance at BULOG West Nusa Tenggara. This suggests that effective transformational leadership practices are able to enhance employees' creativity, innovation, and work effectiveness. Leaders who emphasize integrity, clear vision, and ethical decision-making foster trust and harmonious working relationships, which in turn encourage employees to perform optimally. This result is consistent with Northouse (2021) and Avolio & Bass (2004), who emphasize that transformational leaders elevate followers' motivation and moral values, thereby improving performance. Empirical evidence from Effelsberg et al., (2014), Wang et al., (2022), and Nguyen et al., (2023) further supports the role of transformational leadership in strengthening commitment, engagement, and performance outcomes.

Organizational Culture and Employee Performance

The results confirm that organizational culture positively and significantly influences employee performance. A strong culture characterized by openness, collaboration, quality orientation, and shared values creates a conducive work environment that stimulates higher productivity at BULOG NTB. This finding aligns with Luthans (2006), Schein (2010), and Robbins & Judge (2019), who argue that organizational culture serves as a behavioral guide shaping employees' attitudes and performance. Consistent with Kotter & Heskett (1992) and Alvesson & Sveningsson (2015), a strong and positive culture enhances collective commitment and organizational effectiveness.

Transformational Leadership and Work Motivation

The analysis shows that transformational leadership has a positive and significant effect on work motivation. Leaders at BULOG NTB who provide inspiration, individualized consideration, and emotional support are able to strengthen employees' intrinsic motivation. This finding supports Bass & Avolio (1994) and Yukl (2013), who emphasize that transformational leaders motivate followers by creating meaningful work and fostering emotional attachment. Empirical studies by Hoch et al., (2018), Wang et al., (2022), and Nguyen et al., (2023) similarly demonstrate that inspirational and supportive leadership increases engagement, motivation, and enthusiasm at work.

Organizational Culture and Work Motivation

The results indicate that organizational culture has a strong and significant effect on work motivation. A culture emphasizing moral values, ethics, cooperation, and mutual trust creates a harmonious work atmosphere that enhances employees' motivation at BULOG

NTB. This finding is consistent with Schein (2010), Robbins & Judge (2019), and Denison & Mishra (1995), who highlight culture as a key source of intrinsic motivation. When employees perceive alignment between personal and organizational values, they tend to develop stronger motivation and commitment toward their work.

Mediating Role of Work Motivation between Transformational Leadership and Employee Performance

The findings reveal that work motivation significantly mediates the relationship between transformational leadership and employee performance. This indicates that transformational leadership enhances performance not only directly but also indirectly by strengthening employees' motivation. Leaders who inspire, provide role models, and recognize individual contributions foster intrinsic motivation, which subsequently improves performance. This result is consistent with Judge & Piccolo (2004), Bass & Riggio (2006), and Ryan & Deci (2000), who identify motivation as a key psychological mechanism linking leadership style and performance outcomes.

Mediating Role of Work Motivation between Organizational Culture and Employee Performance

The results also confirm that work motivation mediates the relationship between organizational culture and employee performance. A strong organizational culture at BULOG NTB creates supportive working conditions, fair reward systems, and shared values that enhance motivation, which in turn leads to higher performance. This finding supports Schein (2010), Denison (1990), and Robbins & Judge (2019), who argue that culture influences performance through motivational and attitudinal mechanisms. Thus, motivation functions as a crucial bridge that translates cultural values into tangible performance outcomes.

CONCLUSION

This study examined the effects of transformational leadership and organizational culture on employee performance, with work motivation as a mediating variable, at the Regional Office of the National Logistics Agency (BULOG) of West Nusa Tenggara. The findings demonstrate that transformational leadership has a positive and significant effect on employee performance, indicating that leadership practices characterized by intellectual stimulation, personal support, and exemplary behavior function effectively as drivers of performance improvement. Transformational leaders at BULOG NTB are not merely task directors but also agents of change who encourage critical thinking, innovation, and continuous improvement among employees.

Organizational culture is also proven to have a positive and significant influence on employee performance. The AKHLAK-based organizational culture implemented at BULOG NTB, particularly its collaborative dimension, creates a supportive and harmonious work environment that strengthens responsibility, discipline, and sustainable performance. This finding confirms that a strong and value-driven organizational culture serves as a social and behavioral foundation that shapes employees' attitudes and work effectiveness.

Furthermore, transformational leadership and organizational culture both have positive and significant effects on work motivation. Inspirational and participative leadership

practices enhance employees' intrinsic motivation, especially through challenging work, opportunities for growth, and managerial support. Similarly, a collaborative, harmonious, and adaptive organizational culture fosters enthusiasm and commitment by creating a sense of belonging and mutual respect. These results indicate that motivation in the BULOG NTB context is primarily driven by intrinsic factors rather than material incentives alone.

Work motivation is found to significantly influence employee performance, suggesting that highly motivated employees tend to demonstrate better compliance with work standards, integrity, and responsible decision-making. More importantly, work motivation significantly mediates the relationship between transformational leadership and employee performance, as well as between organizational culture and employee performance. This indicates that leadership and culture improve performance not only through direct mechanisms but also indirectly by strengthening employees' motivational states. Thus, motivation acts as a crucial psychological bridge that translates leadership behavior and cultural values into tangible performance outcomes.

Overall, this study provides empirical evidence that integrating transformational leadership, organizational culture, and work motivation forms a strong explanatory model for understanding employee performance in public-sector organizations. The findings reinforce transformational leadership theory (Bass & Avolio), organizational culture theory (Schein), and motivation theory (Herzberg), while also extending their applicability within the context of Indonesian public institutions such as BULOG NTB.

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