

The Effect of Leadership and Work Culture on Employee Performance with Work Motivation as a Mediation at Pt. Putra Arthamas Global Bali

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ABSTRACT: This study aims to analyze the influence of leadership and work culture on employee performance with work motivation as a mediating variable at PT. Putra Arthamas Global Bali. Employee performance is a major concern in the sustainability of the company, which is influenced by various internal factors, including leadership, work culture, and work motivation. Respondents in this study were employees at PT. Putra Arthamas Global Bali. The number of respondents in this study was 73 respondents using all members of the population. This study used *Structural Equation Modeling* (SEM) analysis of the SmartPLS program. The results of this study indicate that leadership and work culture have a positive and significant influence on work motivation. Leadership and work motivation have a positive and significant influence on employee performance, but work culture has no effect on employee performance. Work motivation partially mediates the relationship between leadership and performance, while work motivation fully mediates the relationship between work culture and performance.

KEYWORDS: leadership, work culture, work motivation, and employee performance

1. INTRODUCTION

Human resources (HR) are the main element in every organization, because role and contribution very determine success achievement objective organization. Without the existence of quality human resources, organizations will not be capable to operate optimally. Because that, management should not only recruiting power work, but also manage, develop, and maintain employees to remain productive, motivated, and contribute maximally (Purwanto et al., 2021). Management human resources (HR) is approach strategic management connection work, training, evaluation, and motivation employees to support effectiveness organization (Dessler, 2019). Modern HR is not again just administration personnel, but rather covers issues complex like leadership, culture work, motivation, and development competence. Performance employee become a good indicator success of HR, because reflect how big is the contribution employee to achievement objective organization (Afandi, 2018).

High performance shown through quality, quantity, accuracy time, effectiveness, and independence work (Bintoro, 2019). The low performance will impact on the decline productivity, satisfaction customers, even profit organization (Christiadi, 2020). For reach optimal performance is required management factors internal factors that influence behavior work, such as leadership style, culture work and motivation work. Leadership is ability individual to influence and direct member group in reach objective together (Robbins & Coulter, 2016). The right leadership style can create climate positive and encouraging work motivation as well as performance employees (Fahmi, 2021). According to research conducted by Fazira, et al., (2019), Rivaldo (2020), Sirajuddin et al., (2020), Fahmi et al., (2021), Yustina et al., (2024), Musaid et al., (2024), and Fachrija et al., (2024) showed that leadership own positive and significant influence to performance employees. Different case in point with researchers above, Marjaya (2019), Pradana and Frimayasa (2023), and Febrianti et al., (2024) in his research conclude that leadership influential to performance employees. Different results concluded by Andayani, et al., (2019) who proved that variables leadership influential negative to performance employee.

Besides leadership, culture work also becomes factor important in form behavior Work employees. Culture strong work capable form identity, creating norms, and influencing loyalty as well as Spirit work (Kreitner & Kinicki, 2015). Culture Work can play a role in push performance. According to research conducted by Pradana and Frimayasa (2023), Febrianti et al., (2024), Regen et al., (2021), Sabrina et al., (2023), and Laksono and Inggawati (2024) stated that culture Work influential positive and significant to performance employees. Meanwhile different with study Devita (2020), Tutu et al., (2022), Sirajuddin et al., (2020), and Fahmi et al., (2021) that results study show culture Work is not influential to performance employees, things This show that connection

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culture Work with performance employee No always direct and significant . Variable mediation like motivation Work often time play a role in bridge connection said . Motivation Work is encouragement internal or external driving somebody For act to achieve objective certain (Mangkunegara , 2018). High motivation shown through consistent behavior , enthusiasm in work , and perseverance in face challenges . Motivation is also a reflection from effective leadership and culture supportive work . According to research conducted by Septiananda (2025), Siregar, et al. (2024), and Al-ghozali (2023) show that Work motivation acts as a variable that mediates the indirect influence of leadership and work culture on improving performance.

Study This carried out at PT. Putra Arthamas Global Bali or Arthamas Express, a company transportation service providers sea (fastboat) operating in the region Bali tourism . Company This emphasize importance discipline , loyalty , and integrity Work . Arthamas Express has book guidelines for employee *Guidelines*) & *Standards Operating Procedures* (SOP) provide Lots information important about company , so that with help book This expected employees can work as much as possible Possible with thus will give income or big profits . This can presented in Table 1 as following :

Table 1. Targets and Realization of PT. Putra Arthamas Global Bali Period January - December 2025

No	Bulan	Pencapaian	Target	Persentase
1	Januari	Rp 415.000.000	Rp 400.000.000	104%
2	Februari	Rp 389.000.000	Rp 400.000.000	97%
3	Maret	Rp 376.000.000	Rp 400.000.000	94%
4	April	Rp 398.000.000	Rp 400.000.000	100%
5	Mei	Rp 410.000.000	Rp 400.000.000	103%
6	Juni	Rp 511.000.000	Rp 450.000.000	128%
7	Juli	Rp 488.000.000	Rp 450.000.000	122%
8	Agustus	Rp 476.000.000	Rp 450.000.000	119%
9	September	Rp 433.000.000	Rp 450.000.000	94%
10	Oktober	Rp 397.000.000	Rp 450.000.000	86%
11	November	Rp 415.000.000	Rp 450.000.000	104%
12	Desember	Rp 451.000.000	Rp 450.000.000	113%

Source: PT. Putra Arthamas Global Bali

Based on Table 1 shows that company succeed achieve the target during January until December 2024, with achievement highest in June 2024 along with increasing amount traveler during season holiday school . However , the surge request causing workload high , so that cause stress and fatigue in employees . On the other hand , there is decline performance in March and September (94% each) and October (86%) because period the is *low season* in Bali, with amount tourists are decreasing . In addition it also exists factor other causes occurrence decline income is level absence employees . The following This is level data Absence can seen in Table 2 as following :

Table 2. Percentage Level Absence Employees of PT. Putra Arthamas Global

No	Bulan	Jumlah Karyawan (Orang)	Jumlah Hari Kerja	Jumlah Hari Kerja Seharusnya (Hari)	Jumlah Hari Kerja Tidak Hadir (Hadir)	Jumlah Hari Kerja Sebenarnya (Hari)	Persentase Absensi
1	2	3	4	5=3x4	6	7=5-6	8=6/5x100 %
1	Januari	73	27	1.971	25	1.946	1,27
2	Februari	73	24	1.752	20	1.732	1,14
3	Maret	73	27	1.971	27	1.944	1,37
4	April	73	26	1.898	31	1.867	1,63
5	Mei	73	27	1.971	36	1.935	1,83
6	Juni	73	26	1.898	59	1.839	3,11
7	Juli	73	27	1.971	34	1.937	1,73
8	Agustus	73	27	1.971	30	1.941	1,52
9	September	73	26	1.898	57	1.841	3,00
10	Oktober	73	27	1.971	40	1.931	2,03
11	November	73	26	1.898	31	1.867	1,63
12	Desember	73	27	1.971	38	1.933	1,93
Jumlah			317	23141	428	22713	22,19
Rata - Rata			26,42	1928	35,67	1893	1,85

Source: PT. Putra Arthamas Global Bali

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Based on Table 2 can explained level average absence of PT. Putra employees Arthamas Global by 1.85%, still is at in category Good based on tolerance limits organization by 2% and standard Flippo (2020). However, in the month of September level absence classified as tall consequence delay, ceremony religious, and illness, which have an impact on the decline performance employees. The phenomenon that occurred in implementation leadership at PT. Putra Arthamas Global shows existence dissatisfaction internal, in particular from marketing team who feel his contribution No valued although has achieve sales targets. On the other hand, the reservation, crew captain, and porter also demanded the same bonus, so that trigger conflict between employees. Tension This impact on the decline motivation and performance employees. On the other hand otherwise, if the bonus is distributed evenly, this the can burdensome finance company and potential cause loss.

In aspect culture work, decline performance company caused by by low harmony connection between employees. Lack of togetherness in finish not quite enough answer, such as delay service the ship and its slowness handling purchase online tickets, causing complaint customers. Things This show that culture work that is not solid participate make things worse quality service and effectiveness settlement problem.

The relationship between leadership and motivation work also becomes attention important. The bonus system provided company proven capable increase Spirit Work when the target is achieved. However, the bonus distribution is not evenly cause dissatisfaction and even bring up behavior toxic among employees. Employees who behave negative This can spread rumors, spark conflict, and reduce Spirit Work team. Based on phenomena and gaps study said, researchers interested For study return the influence of leadership style and culture Work to performance employee with motivation Work as variables mediation at PT. Putra Arthamas Global Bali.

2. THEORETICAL AND HYPOTHESIS STUDY

2.1. Foundation Theory

This study uses Locke's *Goal Setting Theory* as the main theory, which emphasizes the importance of the relationship between set goals and resulting performance. This theory explains that employees' understanding of organizational goals will influence work behavior and performance achievement. Individuals who are committed to goals, accompanied by skills and feedback, tend to be more motivated to achieve optimal results. Management, according to Afandi (2018), is a collaborative process to achieve organizational goals through planning, organizing, leadership, and supervision. In the context of this theory, the success of achieving organizational goals is greatly influenced by individual commitment to predetermined goals. Based on the *Goal Setting Theory approach*, performance is the result of achieving organizational goals, which is strongly influenced by factors such as organizational culture, commitment, and job satisfaction. The higher these three factors, the greater the likelihood of achieving the expected performance.

2.2. Employee performance

Every organization is formed to achieve specific goals, and the achievement of these goals is heavily influenced by organizational behavior, including employee performance as one of its main components. Performance reflects how individuals carry out tasks and roles within the organization effectively and responsibly (Gibson et al., 2006). These tasks encompass a series of activities and behaviors expected of an individual in a particular position (Mathis & Jackson, 2006). According to Robbins and Judge (2011), performance also describes the extent to which programs or strategies designed to achieve the organization's vision and mission are successfully implemented. Various other definitions emphasize that performance is the quality and quantity of work results, both at the individual and group levels, in accordance with each individual's authority and responsibility (Mangkunegara, 2005). Thus, it can be concluded that performance is a key indicator of organizational success, which is determined by how well individuals carry out the tasks assigned to them and how closely those work results align with organizational expectations and standards. This study uses employee performance indicators according to Yulianto (2020:9), as follows: Quality, Quantity, Timeliness, Effectiveness, and Independence.

2.3. Work motivation

A company's success is largely determined by the extent to which its human resources are optimally utilized, one way being through the work motivation provided by management to employees. Work motivation plays a crucial role in fostering employee enthusiasm and desire to perform tasks according to established standards, especially when their needs are met. According to Rantesalu et al. (2016), work motivation is divided into two types: positive motivation, which drives someone through the hope of recognition or rewards, and negative motivation, which arises from the fear of losing something, such as recognition or a position. This motivation significantly influences employee morale and productivity (Sitopu et al., 2021). Furthermore, Melati et al. (2021) define motivation as an energetic drive that shapes employees' psychological behavior in daily work activities. This drive creates optimal work enthusiasm to achieve organizational goals. Thus, work motivation is a key factor in improving

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workforce performance and productivity. This study uses work motivation indicators according to Benyamin, *et al.* (2021), as follows: Physiological needs , Safety needs , Social needs or sense of belonging , Self-esteem needs , and Needs actualization self .

2.4. Work Culture

Work culture is a system of values, beliefs, and norms shared and practiced by members of an organization as a guideline for behavior and a foundation for dealing with various work situations. According to Davis (2015:78), work culture is a pattern of values and beliefs understood and internalized by an organization as a basis for action. Robbins (2015:289) adds that work culture is a system of shared meaning that distinguishes one organization from another. Work culture also encompasses ways of thinking, feeling, and responding to the work environment that are collectively shared by a group (Kreitner & Kinicki, 2015:79), and involves aspects of ideology, language, and even organizational myths (Soetopo, 2015). Susanto (2015:88) emphasizes that work culture influences patterns of behavior and interactions among organizational members. Furthermore, according to Tobari (2016:49), work culture interacts with the organization's formal system and produces behavioral norms that serve as shared role models (Lestari & Suryani, 2018). Work culture is important because it is a characteristic and strength of the organization in improving employee skills and productivity. Mangkunegara (2015) states that work culture helps employees carry out their responsibilities optimally, while Dessler and Mondy (2015) describe work culture as a learning process designed to improve employees' abilities in carrying out their duties. Thus, work culture is part of the strategy for developing human resource quality to align with changes in the environment, technology, and organizational demands. In this study, the work culture indicators used according to Edison (2016: 131), are as follows: Self-awareness , Aggressiveness , Personality, Performance, and Team Orientation .

2.5. Leadership

Leadership is generally understood as the process of influencing, directing, and motivating others to achieve organizational goals. Leaders play a crucial role in motivating and directing group members through example or personal influence. Leadership is not just a position, but also the ability to influence the behavior and activities of others within an organizational context. According to Wahyudi (2019), leadership also encompasses ethical values, namely serving and interacting directly with employees to create a healthier, wiser, and more independent work environment. This concept, known as servant leadership, emphasizes human interaction in the leadership process. Meanwhile, Hasibuan (2005:169) states that leadership is the way someone influences their subordinates to work together productively in achieving organizational goals. Thus, leadership involves the elements of the leader, the group being led, activities, and the goals to be achieved. Each leader has a unique leadership style and approach, depending on the organizational context and the character of the individuals they lead. In this study, the leadership indicators used according to Sinambela (2019) are as follows: Communication style , Motivation , Leadership ability , Decision making , and Positive power.

2.6. Hypothesis

A hypothesis is a temporary answer to a problem statement. Because of its temporary nature, its validity must be verified through collected empirical data. The following are the hypotheses in this study:

- a) H1 : Leadership has a positive influence on work motivation at PT. Putra Arthamas Global Bali
- b) H2 : Work culture has a positive influence on work motivation at PT. Putra Arthamas Global Bali .
- c) H3 : Leadership has a positive effect on employee performance at PT. Putra Arthamas Global Bali.
- d) H4 : Work culture has a positive influence on employee performance at PT. Putra Arthamas Global Bali.
- e) H5 : Work motivation has a positive effect on employee performance at PT. Putra Arthamas Global Bali.
- f) H6 : Work motivation can mediate the influence of leadership on employee performance at PT. Putra Arthamas Global Bali.
- g) H7 : Work motivation can mediate the influence of work culture on employee performance at PT. Putra Arthamas Global Bali .

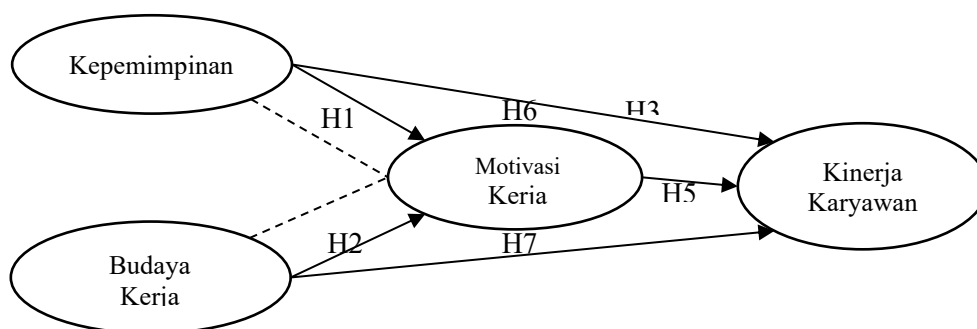


Figure 1. Conceptual Framework of the Research

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3. RESEARCH METHODS

This study adopted a quantitative methodology approach to provide a more detailed overview of the phenomenon under investigation. The study was conducted at PT. Putra Arthamas Global, Jalan Matahari Terbit, Block B4, Sanur, South Denpasar, Bali. The study was conducted from April 1 to April 30, 2025.

The population in this study was all 73 employees of PT Putra Arthamas Global. The sampling technique used in this study was the census method (saturated sample). Where the sample in this study was the number of population in this study was 73 people, then this study was conducted on 73 employees of PT Putra Arthamas Global. The quantitative data required in this study were the number of employees at PT. Putra Arthamas Global Bali, achievement targets, attendance lists and respondents' answers from the questionnaire. The qualitative data in this study were a general description of the research object and the organizational structure of PT Putra Arthamas Global Bali as well as various important explanations related to the research variables.

Based on the hypothesis, there are four variables determined in the study, namely leadership, work culture, work motivation and employee performance. These variables are the basis for compiling the research instrument, followed by data collection through a questionnaire method. Quantitative analysis is based on multivariate analysis through the SEM (*structural equation modeling*) equation model through a *variance-based* or *component-based approach* known as *Partial Least Square* (PLS). Furthermore, the data is processed using PLS analysis techniques, processing data obtained by testing descriptive analysis and inferential analysis using *SmartPLS* 3.2.8 software. The results of the analysis are then interpreted and continued by concluding and providing suggestions.

4. DATA ANALYSIS AND DISCUSSION

4.1. Descriptive Analysis

Descriptive analysis provides an overview or description of data seen from the average value (*mean*) regarding leadership, work culture, work motivation and employee performance at PT Putra Arthamas Global Bali, presented in Table 3 below.

Table 3. Descriptive Statistics of Leadership, Work Culture, Work Motivation and Employee Performance at PT Putra Arthamas Global Bali

Variables	Indicator	Mark Average	Information
Leadership	How to communicate (X _{1.1})	4.44	Very good
	Providing motivation (X _{1.2})	4.30	Very good
	Leadership ability (X _{1.3})	4.42	Very good
	Decision making (X _{1.4})	4.34	Very good
	Positive power (X _{1.5})	4.53	Very good
Culture Work	Self-awareness (X _{2.1})	4.42	Very good
	Aggressiveness (X _{2.2})	4.40	Very good
	Personality (X _{2.3})	4.49	Very good
	Performance (X _{2.4})	4.29	Very good
	Team orientation (X _{2.5})	4.52	Very good
Motivation Work	Physiological needs (Y _{1.1})	4.42	Very good
	Need for safety (Y _{1.2})	4.33	Very good
	Social needs (Y _{1.3})	4.30	Very good
	Self-esteem needs (Y _{1.4})	4.47	Very good
	Self-actualization needs (Y _{1.5})	4.45	Very good
Performance Employee	Quality (Y _{2.1})	4.37	Very good
	Quantity (Y _{2.2})	4.44	Very good
	Punctuality (Y _{2.3})	4.45	Very good
	Effectiveness (Y _{2.4})	4.42	Very good
	Independence (Y _{2.5})	4.56	Very good

Source: Results of data processing (202 5)

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Table 3 shows that the most prominent leadership variables at PT. Putra Arthamas Global tend to be positive power, and this shows that leaders at PT. Putra Arthamas Global have very good attitudes. The most prominent work culture variables at PT. Putra Arthamas Global tend to be team orientation, and this shows that the work culture at PT. Putra Arthamas Global has a very good work culture. The most prominent work motivation variables at PT. Putra Arthamas Global tend to be self-esteem needs, and this shows that work motivation at PT. Putra Arthamas Global has very good work motivation. And the most prominent employee performance variables at PT. Putra Arthamas Global tend to be independence, and this shows that employee performance at PT. Putra Arthamas Global has very good employee performance.

4.2. Evaluation of Measurement Model (Outer Model)

Evaluation of measurement models to test the validity and reliability of indicators that measure constructs or latent variables. Evaluation of the measurement model was carried out by examining *the convergent* and *discriminant validity* of the indicators as well as *Composite reliability* and *Cronbach's Alpha* for the indicator blocks.

a. Convergent Validity

Convergent validity is used to validate indicators against their variables, as seen from the *loading factor value*. This value will be accepted if the *loading factor value* is above 0.7. For the initial stage of developing a measurement scale, a *loading value* of 0.50 to 0.60 is considered sufficient (Chin, 1998 in Ghazali & Latan, 2020:74).

Table 4. Outer Loading Inspection Results

	<i>Outer Loading</i>	<i>T-Statistic</i>	<i>P Values</i>
X1.1 <- X1. Leadership	0.705	9,691	0.000
X1.2 <- X1. Leadership	0.525	5,705	0.000
X1.3 <- X1. Leadership	0.778	10,861	0.000
X1.4 <- X1. Leadership	0.895	35,037	0.000
X1.5 <- X1. Leadership	0.602	5,862	0.000
X2.1 <- X2. Work Culture	0.727	8,659	0.000
X2.2 <- X2. Work Culture	0.880	16,100	0.000
X2.3 <- X2. Work Culture	0.668	4,838	0.000
X2.4 <- X2. Work Culture	0.558	3,967	0.000
X2.5 <- X2. Work Culture	0.760	6,277	0.000
Y1.1 <- Y1. Work Motivation	0.734	11,191	0.000
Y1.2 <- Y1. Work Motivation	0.812	17,527	0.000
Y1.3 <- Y1. Work Motivation	0.709	12,335	0.000
Y1.4 <- Y1. Work Motivation	0.694	8,625	0.000
Y1.5 <- Y1. Work Motivation	0.687	7,832	0.000
Y2.1 <- Y2. Employee Performance	0.797	11,612	0.000
Y2.2 <- Y2. Employee Performance	0.645	6,303	0.000
Y2.3 <- Y2. Employee Performance	0.850	28,655	0.000
Y2.4 <- Y2. Employee Performance	0.661	5,905	0.000
Y2.5 <- Y2. Employee Performance	0.546	4,456	0.000

Source: Results of data processing (2025)

Table 4 shows that all indicators measuring the four variables studied (leadership, work culture, work motivation, and employee performance) have an *outer loading value* greater than 0.50. This means that all items used are valid indicators as measures of the four variables studied (leadership, work culture, work motivation, and employee performance).

The final check of *convergent validity* is by looking at the *Average Variance Extracted (AVE)* value. The use of *average variance extracted (AVE)* as a criterion for testing *convergent validity* is calculated as the root mean of *the standardized loading factor*

divided by the number of indicators. According to Ghazali & Latan (2020 : 74) , the frequently used *AVE cut-off* value is 0.50, where an *AVE* value of at least 0.50 indicates a good measure of *convergent validity*.

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Table 5. AVE Examination Results

	AVE
X1. Leadership	0.509
X2. Work Culture	0.528
Y1. Work Motivation	0.531
Y2. Employee Performance	0.502

Source : Data processing results (2025)

In Table 5. shows that AVE value of each variable has fulfil value > 0.50 . This means can concluded that each variable in study This capable explain values on indicators that measure variables its latent .

b. Discriminant Validity

Discriminant validity ; conducted to ensure that each concept of each latent variable is different from other variables. *Discriminant validity examination* uses the results of the *Fornell-Larcker Criterion*, a model is said to have good *discriminant validity* if each indicator loading value of a latent variable is > 0.7 or has a square root of AVE that is greater than the correlation value between other latent variable constructs (Ghozali, 2018:40).

Table 6. Results of the Fornell-Larcker Criterion Examination

	X1. Leadership	X2. Work Culture	Y1. Work Motivation	Y2. Employee Performance
X1. Leadership	0.713			
X2. Work Culture	0.498	0.727		
Y1. Work Motivation	0.556	0.507	0.729	
Y2. Employee Performance	0.635	0.481	0.679	0.708

Source: Data processing results (2025)

Table 6 shows that the *Fornell-Larcker Criterion value* indicates that the correlation value between constructs has a square root of AVE that is greater than the correlation value between other latent variables and the indicator *loading value* of all latent variables is > 0.7 . This means that it can be concluded that the model has good *discriminant validity* .

c. Reliability Test

Composite Reliability and *Cronbach's Alpha* ; aim to evaluate the reliability value between the indicator blocks of the construct that form it. A construct is declared reliable if the *Cronbach's alpha* and *composite reliability values* are above 0.7 (Ghozali & Latan, 2020:76).

Table 7. Results of Composite Reliability and Cronbach's Alpha Examination

	Composite Reliability	Cronbach's Alpha
X1. Leadership	0.748	0.833
X2. Work Culture	0.775	0.846
Y1. Work Motivation	0.779	0.849
Y2. Employee Performance	0.746	0.831

Source: Results of data processing (202 5)

Table 7 shows that the *composite reliability value* of the four latent variables is above 0.70 and the *Cronbach's alpha* of the four latent variables is above 0.70 so it can be said that the indicator block reliably measures the variables.

4.3. Structural Model (Inner Model)

After testing the validity and reliability of the Outer Model evaluation , the next step is to analyze the influence between latent variables, which is called the structural model (*inner model*). The *inner model* can be evaluated using the R2 Determination Coefficient (*R-Square*) and *Predictive Relevance Q²* (*Q-Square*)

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a. R-square (R^2)

Testing R^2 is used to determine how much an independent variable can explain a dependent variable. The greater the R^2 value, the greater the influence of the exogenous latent variable on the endogenous variable. This study used two dependent variables influenced by other variables: credit granting strategy and *non-performing loans*. According to Ghozali & Latan (2020), the R^2 value is 0.75 (strong model), 0.50 (moderate model), and 0.25 (weak model). In several research contexts, the R^2 value 0.10, and even lower, is considered satisfactory.

Table 8. Examination Results R-square

	R-Square
Y1. Work Motivation	0.362
Y2. Employee Performance	0.542

Source : Data processing results (2025)

In Table 8, it shows that motivation Work has an R^2 (R-Square) value of 0.362 including the model weak which also has the meaning of leadership and cultural variables Work together able to explain motivation variables Work of 36.20 %, the remaining 63.80 % is explained by other variables outside the model. While employee performance has an R^2 (R-Square) value of 0.542, including a moderate model, which also means that the variables of leadership, work culture, and work motivation together are able to explain employee performance variables of 54.20%, the remaining 45.80% is explained by other variables outside the model.

b. Q-Square predictive relevance

Stone-Geisser Q-square test for predictive relevance and t-test and significance of the path parameter coefficients structural. Q-square measures how well the value of observations generated by the model as well as its parameters. A Q-square value greater than 0 (zero) indicates that the model has predictive relevance value, meanwhile Q-square value less than 0 (zero) indicates that the model lacks predictive relevance. The Q-Square calculation is done using the formula:

$$Q^2 = 1 - (1 - R^2_1)(1 - R^2_2)$$

So the Q^2 value that can be obtained in this study is:

$$Q^2 = 1 - [(1 - R^2_1)(1 - R^2_2)]$$

$$Q^2 = 1 - [(1 - 0.904)(1 - 0.980)]$$

$$Q^2 = 1 - (0.638)(0.458)$$

$$Q^2 = 0.708$$

From the results of Q^2 above, a value of 0.708 was obtained, which shows evidence that the model has good predictive relevance because the value obtained is more than 0 (zero).

4.4. Hypothesis Testing

Hypothesis testing was conducted using the *bootstrapping resampling method*. This method allows for distribution-free data, does not require the assumption of a normal distribution, and does not require a large sample size. Testing is carried out with a t-test, when a p-value is obtained ≤ 0.05 (alpha 5%), then it is concluded to be significant, and vice versa.

Hypothesis Testing Results

No.	Relationship between Variables	Path Coefficient (Bootstrapping)	T-Statistics	P Values	Note
Direct Influence					
1	X1. Leadership -> Y1. Work Motivation	0.404	3,475	0.001	H ₁ accepted
2	X2. Work Culture -> Y1. Work motivation	0.306	2,915	0.004	H ₂ accepted
3	X1. Leadership -> Y2. Employee Performance	0.346	3,568	0.000	H ₃ accepted
4	X2. Work Culture -> Y2. Employee Performance	0.083	0.775	0.438	H ₄ rejected
5	Y1. Work Motivation -> Y2. Employee Performance	0.444	4,242	0.000	H ₅

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No.	Relationship between Variables	Path Coefficient (Bootstrapping)	T-Statistics	P Values	Note
					accepted
Indirect Influence					
6	X1. Leadership -> Y1. Work Motivation -> Y2. Employee Performance	0.180	3.134	0.002	H ₆ accepted
7	X2. Work Culture -> Y1. Work Motivation -> Y2. Employee Performance	0.136	2,030	0.043	H ₇ accepted

Source : Data processing results (2025)

Table 9. Results testing the hypothesis presented in the description following This :

- Leadership proven to have a positive effect on work motivation . This result is indicated by a positive path coefficient of 0.404 with a *T-statistic* = 3.475 (*T-statistic* > 1.96) and *P- values* = 0.001 (*P- values* < 0.05). so that the hypothesis 1 *stated accepted* .
- Work culture proven to have a positive effect on work motivation . This result is indicated by a positive path coefficient of 0.306 with a *T-statistic* = 2.915 (*T-statistic* > 1.96) and *P- values* = 0.004 (*P- values* < 0.05), so that hypothesis 2 *is stated accepted* .
- Leadership proven to have a positive effect on employee performance . This result is indicated by a positive path coefficient of 0.346 with a *T-statistic* = 3.568 (*T-statistic* > 1.96) and *P- values* = 0.000 (*P- values* < 0.05), so that hypothesis 3 *is stated accepted* .
- Work motivation has not been proven to have a positive effect on employee performance . This result is indicated by a positive path coefficient of 0.083 but a *T-statistic* of 0.775 (*T-statistic* < 1.96) and *P- values* of 0.438 (*P- values* > 0.05), so that hypothesis 4 *is stated. rejected* .
- Work motivation proven to have a positive effect on employee performance . This result is indicated by a positive path coefficient of 0.444 with a *T-statistic* = 4.242 (*T-statistic* > 1.96) and *P- values* = 0.000 (*P- values* < 0.05), so that the hypothesis 5 *stated accepted* .
- Work motivation proven to be able to mediate the influence of leadership on employee performance . This result is indicated by a negative path coefficient of 0.180 with a *T-statistic* = 3.132 (*T-statistic* > 1.96) and *P- values* = 0.002 (*P- values* < 0.05), so that hypothesis 6 *is stated accepted* .
- Work motivation proven to be able to mediate the influence of work culture on employee performance . This result is indicated by a negative path coefficient of 0.136 with a *T-statistic* = 2.030 (*T-statistic* > 1.96) and *P- values* = 0.043 (*P- values* < 0.05), so the hypothesis 7 *stated accepted* .

4.5. Testing the Mediation Effect

of examining this mediation model is to determine whether the intervention of the mediating variable is proven to mediate, whether it is proven to mediate fully (*fully mediated*) or partially (*partially mediated*), or whether it is not a mediating variable. The method for examining this mediation model follows the instructions of Hair *et al* . (2021). can be described as follows: First, examine the indirect influence of exogenous variables on endogenous variables ($P_1 . P_2$), then examine the significance of the influence of exogenous variables on endogenous variables (P_3). Hair, *et al* . (2021) proposed a mediation type test for the use of the PLS-SEM analysis tool as follows :

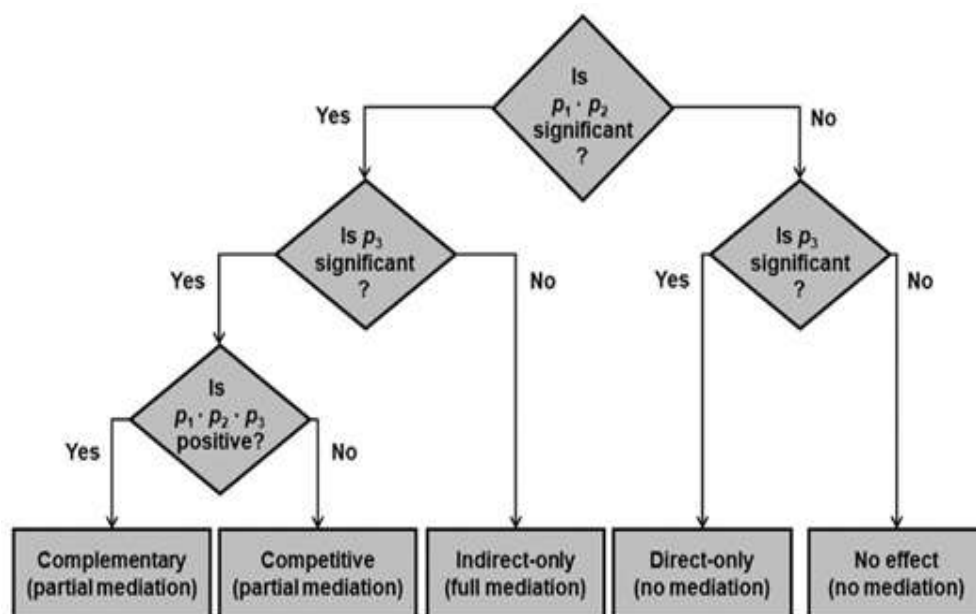


Figure 3. Mediation Analysis Procedure in SEM-PLS

The examination of the mediation model in this study is presented in Table 10.

Table 10. Recapitulation Results Testing Variables Mediation

No.	Mediating Variables	$P_1 \cdot P_2$	P_3	Note
1	X1. Leadership -> Y1. Work Motivation -> Y2. Employee Performance	.180 (Sig)	.346 (Sig)	Complementary partially mediated
2	X2. Work Culture -> Y1. Work Motivation -> Y2. Employee Performance	.136 (Sig)	.083 (N.Sig)	Indirect Only (Full Mediation)

Source: Data processing results (2025)

Information : Significant (Sig) = T statistics > 1.96 on $\alpha = 5\%$, Not Significant (N.Sig) = T statistics < 1.96 on $\alpha = 5\%$

Table 10. Results testing indirect influence described in the description following This :

- The results of the mediation variable test that can be conveyed work motivation is able to mediate the indirect influence of leadership on employee performance. This result is shown from the mediation test conducted, it appears that $P_1 \cdot P_2$ is significant, P_3 is significant, and the product of the coefficients $(P_1 \cdot P_2) \cdot P_3$ is positive, from these results the mediation effect of the work motivation variable on the indirect influence of leadership on employee performance is a complementary partial mediation.
- The results of testing mediating variables that can be conveyed regarding work motivation able to mediate the indirect influence of work culture on employee performance . This result is shown from the mediation test conducted, it appears that $P_1 \cdot P_2$ is significant and P_3 is not significant, from these results the mediation effect of work motivation variables on the indirect influence of work culture on employee performance is a full mediation.

4.6. DISCUSSION

In accordance with the analysis results described above, this section will discuss the results of the hypothesis testing one by one:

a. The influence of leadership on work motivation

The results of the hypothesis testing provide the meaning that leadership can increase employee work motivation at PT. Putra Arthamas Global . Leadership is the process of influencing and guiding subordinates to achieve organizational goals (Robbins & Coulter, 2016). Effective leaders not only provide direction but also serve as a source of motivation by creating a supportive work climate. Work motivation itself comes from internal and external drives influenced by needs, including self-esteem and self-actualization (Robbins & Judge, 2015). This finding is supported by *the Goal Setting Theory* proposed by Locke (1968), which states that setting clear and challenging goals can increase work motivation. The results of this study support research conducted by

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Febrianti et al. (2024), Yustina et al. (2024), and Fachrija et al. (2024) which stated that leadership has a positive and significant effect on work motivation .

b. Influence culture Work to motivation Work

The results of the hypothesis testing indicate that work culture can increase employee work motivation at PT. Putra Arthamas Global. Work culture is a system of values, norms, and behaviors that shape the way employees think and act, and become an organizational identity (Robbins, 2015). A healthy work culture such as teamwork, open communication, and appreciation can create a comfortable work environment and increase work motivation (Mangkunegara, 2018). Motivation arises when employees feel appreciated and have an important role. This is in line with *the Goal Setting Theory* by Locke (1968), which states that cultural values that support specific and challenging goals can increase motivation. The results of this study support research conducted by Sabrina *et al.* (2023), Febrianti *et al.* (2024), and Hege (2024) which stated that corporate culture has a positive and significant effect on work motivation .

c. The influence of leadership on employee performance

The results of the hypothesis testing indicate that leadership can improve employee performance at PT. Putra Arthamas Global. Leadership is the ability to influence and guide individuals to achieve organizational goals, emphasizing influence over formal power (Robbins & Coulter, 2016). Effective leadership creates a conducive work climate and increases employee participation, which directly impacts performance, namely work results achieved according to responsibilities (Mangkunegara, 2017). This finding aligns with Locke's (1968) *Goal Setting Theory* , which states that leaders who set clear and challenging goals and provide feedback will encourage improved performance. The results of this study support research conducted by Yustina et al. (2024), Musaid et al. (2024), and Fachrija et al. (2024) , which states that leadership own positive and significant influence to performance employee .

d. The influence of work culture on employee performance

The results of the hypothesis testing indicate that work culture is not entirely a factor driving employee performance at PT. Putra Arthamas Global. Work culture is a set of organizational values and behaviors aimed at creating a work environment that supports efficiency and aligns with the organization's vision (Robbins & Judge, 2017). Employee performance, as a result of individual work based on organizational standards, is ideally influenced by a strong work culture (Mangkunegara, 2017). However, this study found that work culture did not significantly influence performance at PT. Putra Arthamas Global. This is because the culture has not been fully internalized and is still formal. According to Locke (1968), unclear goals in work culture cannot motivate performance improvement. Schein (2010) also stated that culture must be deep in order to change work behavior. The results of this study support research conducted by Sunaryo et al. (2021) , Radana & Frimayasa (2023) , and Yuniarti et al. (2022) . shows that work culture does not have a direct effect on performance .

e. The influence of work motivation on employee performance

The results of the hypothesis testing indicate that work motivation can improve employee performance at PT. Putra Arthamas Global. Work motivation is an internal and external drive that influences a person's enthusiasm and perseverance in working to achieve goals (Mangkunegara, 2017). This motivation plays a significant role in determining how much commitment an employee devotes to their tasks, which ultimately impacts performance, both in terms of quality, quantity, initiative, and responsibility (Robbins & Judge, 2015). This study shows that motivation, particularly the need for self-esteem, is a key driver in improving performance. This finding is supported by Locke's (1968) *Goal Setting Theory* , which states that clear and challenging goals will increase motivation, as well as by Maslow's Hierarchy of Needs Theory, which emphasizes the importance of the need for recognition. The results of this study support research conducted by Sabrina *et al.* (2023) , Laksono & Inggawati (2024), and Fachrija *et al.* (2024) shows that work motivation has a positive and significant relationship with employee performance .

f. The role of work motivation in mediating the influence of leadership on employee performance

Hypothesis testing results This study suggests that leadership can directly improve employee performance; high work motivation can enhance the positive effects of leadership. Leadership is the process of influencing others to achieve common goals and create a conducive work environment (Robbins & Coulter, 2016). Leaders not only provide direction but also serve as a source of motivation. Work motivation, which is the internal and external drive that influences work behavior (Mangkunegara, 2017), plays a crucial role in determining performance, as measured by quality, quantity, timeliness, and independence (Afandi, 2018). This finding aligns with Locke's (1968) *Goal Setting Theory* , which states that motivation increases when goals are clear and challenging. Herzberg's Two Factor Theory also supports this, placing leadership as a motivating factor. The results of this

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study support research conducted by Septiananda (2025), Siregar et al. (2024), and Al-Ghozali (2023), which demonstrates that work motivation acts as a variable that mediates the indirect influence of leadership on performance improvement .

g. The role of work motivation in mediating the influence of work culture on employee performance

Hypothesis testing results gives the meaning that work culture cannot directly improve employee performance, but with high work motivation it can improve employee performance. Work culture is a set of values and habits that guide work behavior in an organization, as well as shaping collective identity and direction in achieving goals (Robbins & Judge, 2017). Meanwhile, work motivation is an internal and external drive that influences employee enthusiasm, initiative, and perseverance in working (Mangkunegara, 2017), while performance reflects individual work results assessed by quality, quantity, timeliness, and initiative (Afandi, 2018). The findings of this study indicate that work culture has not been able to directly influence performance, but has a positive impact when it is able to increase motivation. This is in line with *Goal Setting Theory* (Locke, 1968), that a culture that supports goals will trigger motivation, and is reinforced by Herzberg's Two Factor Theory which states that work culture functions as a motivator when it creates satisfaction. The results of this study support research conducted by Septiananda (2025), Siregar, et al. (2024), and Al-ghozali (2023) which proves that work motivation plays a role as a variable that mediates the indirect effect of work culture on improving performance .

5. CONCLUSION AND SUGGESTIONS

From the results study on can In conclusion , leadership and work culture have a positive and significant influence on work motivation. Leadership and work motivation have a positive and significant influence on employee performance, but work culture does not. Work motivation partially mediates the relationship between leadership and performance, while work motivation fully mediates the relationship between work culture and performance.

Furthermore, there are several suggestions for development at PT. Putra Arthamas Global. First, the role of leaders as motivators still needs to be improved through providing positive feedback, verbal recognition, and symbolic rewards, as well as making motivation an indicator of leader performance evaluation (Robbins & Coulter, 2016). Second, the work culture does not sufficiently emphasize the achievement of results, so it needs to be focused on achieving targets, evaluating results, and individual and team accountability as core values (Robbins & Judge, 2017). Third, there is a need to support employee personal and professional development through training and strategic projects (Mangkunegara, 2017). Fourth, to encourage independence, leaders are advised to provide greater trust and responsibility. Finally, it is recommended that further research include variables such as organizational commitment and job satisfaction as mediators or moderators, and use a qualitative approach for more contextual and in-depth results.

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