

The Influence of Transformational Leadership and Organizational Culture on Employee Performance with Work Motivation as a Mediating Variable at the Gold Cooperative

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Abstract. *Organizational culture as a system of values, norms, and beliefs shared by all members of the organization also plays a vital role in shaping employee behavior and performance. A strong and positive culture creates a conducive work environment, increases organizational commitment, and encourages employees to give their best contribution. This study uses a quantitative approach with explanatory survey research. Explanatory research aims to test the formulated hypothesis and explain the causal relationship between research variables. This study was designed to analyze the influence of transformational leadership and organizational culture on the performance of EMAS Cooperative employees with work motivation as a mediating variable. These findings prove that organizational cultural values such as innovation orientation, attention to detail, results orientation, people orientation, team orientation, and stability adopted by EMAS Cooperative members significantly encourage increased employee work motivation. Transformational leadership has a positive and significant effect on the performance of EMAS Cooperative employees (path coefficient = 0.238; t-statistic = 4.840; p-value = 0.000). Transformational leaders who lead by example, inspire vision, stimulate creativity, and provide personalized attention have been shown to improve work quality, quantity, punctuality, effectiveness, independence, and interpersonal impact for employees.*

Keywords: *Employees; Influential; Interpersonal; Transformational.*

1. Introduction

Employee performance is a fundamental factor determining the success and sustainability of an organization, including cooperatives as member-based economic institutions. In an era of increasingly fierce competition, cooperative organizations are required to continuously improve the performance of their human resources to maintain their existence and competitiveness. Various factors have been identified as influencing employee performance, including transformational leadership, organizational culture, and work motivation, which are key variables in this study.

Transformational leadership is a leadership style that drives positive change through inspiration, motivation, and empowerment of organizational members. Transformational

leaders are able to create a clear vision, build trust, and encourage innovation and creativity, ultimately contributing to improved overall organizational performance. Lango (2024) in his research showed that transformational leadership significantly influences employee performance through work motivation and organizational culture as mediating variables. Similar findings were also presented by Azhari & Prakoso (2025), who proved that transformational leadership plays a significant role in employee performance with organizational culture as a mediating variable.

Organizational culture, as a system of values, norms, and beliefs shared by all members of an organization, also plays a vital role in shaping employee behavior and performance. A strong and positive culture creates a conducive work environment, increases organizational commitment, and encourages employees to contribute their best. Bardjuki et al., (2024) confirmed that transformational leadership style and organizational culture jointly contribute to improving employee performance in the logistics services industry. Research by Oka et al., (2024) also showed that transformational leadership and organizational culture have a positive effect on employee performance, with organizational commitment as a mediating variable.

Work motivation, as an internal and external drive that drives employees to achieve organizational goals, also acts as a bridge between transformational leadership and organizational culture and employee performance. Della Apriani and Dedi Kusmayadi (2024) demonstrated that transformational leadership influences employee performance through work motivation and organizational culture simultaneously. Rusmayanthi et al. (2025) also found that the influence of transformational leadership and organizational culture on employee performance can be mediated by teamwork, which reflects the collective motivational aspect within an organization.

The Gold Cooperative is a cooperative operating in Sidenreng Rappang (Sidrap) Regency, South Sulawesi. As a people-oriented economic institution, the Gold Cooperative plays a strategic role in improving the welfare of its members through various savings and loan services and business development. In recent years, the Gold Cooperative has demonstrated significant performance growth, although it still faces various operational and managerial challenges that require serious attention from all stakeholders.

The Gold Cooperative's financial data for the 2020–2025 period demonstrates complex dynamics. Behind the consistent asset growth, there are fluctuations in financial performance that directly reflect the condition of employee performance and the effectiveness of the organization's managerial system. A 20% decline in Operating Surplus (SHU) in 2023, coupled with the lack of collection of time deposit balances in 2025, are clear indicators of fundamental problems in the Gold Cooperative's human resource management, leadership, and organizational culture.

Various empirical studies on the influence of transformational leadership and organizational culture on employee performance show inconsistent results, thus strengthening the existence

of a research gap that needs to be addressed. In terms of transformational leadership: Lango (2024), Azhari & Prakoso (2025), and Mohyi (2026) proved that transformational leadership has a positive and significant effect on employee performance; however, Juwita and Nurhamdi (2025) found that transformational leadership does not have a direct effect on employee performance at PT. Sentosa Digital Nusantara, its influence only occurs through the mediation of organizational commitment. In terms of organizational culture: Bardjuki et al. (2024) and Oka et al. (2024) proved a significant positive effect of organizational culture on employee performance in the logistics and hospitality industries; while Lina Marlina (2023) concluded that organizational culture does not have a significant effect on employee performance at the Lampung Pavilion TMII. The inconsistency of these findings for both transformational leadership and organizational culture variables on employee performance emphasizes the need for further research focused on the context of cooperative organizations, where the dynamics of leadership, culture, and work motivation have unique characteristics that differ from for-profit organizations in general. Indri Ayu Dani Priyanti and Zuhrotun Nisa (2025) through a systematic literature review also emphasized the importance of transformational leadership, organizational culture, and employee engagement in driving sustainable organizational performance, but specific studies in the cooperative context are still very limited.

Bibliometric analysis of the literature on transformational leadership, organizational culture, work motivation, and employee performance shows that research in this area is growing rapidly, especially in the manufacturing, banking, and education sectors. However, there are still significant research gaps: (1) studies on district-level cooperative organizations that have different characteristics and challenges than for-profit organizations; (2) testing the simultaneous influence of transformational leadership and organizational culture as two main variables on employee performance, both directly and through the mediation of work motivation; and (3) research on sharia-based cooperatives in Eastern Indonesia is still very limited. Therefore, this study is designed to fill these gaps by taking the Sidrap Gold Cooperative as its locus.

2. Research Methods

Study This use approach quantitative with type study survey Explanatory *survey research*. Explanatory research aims to test the formulated hypotheses and explain the causal relationships between research variables. This study was designed to analyze the influence of transformational leadership and organizational culture on employee performance at the Gold Cooperative, with work motivation as a mediating variable. The research design used was a cross-sectional study, where data collection was conducted at a specific point in time. This method was chosen because it is efficient in terms of time and cost, and is suitable for testing the relationship between variables in the context of the cooperative organization being studied. This study is non-experimental because the researcher did not manipulate the independent variables, but rather measured variables that already exist naturally in real conditions in the field. This approach allows the researcher to obtain a realistic picture of the

actual conditions related to transformational leadership, organizational culture, work motivation, and employee performance at the Gold Cooperative.

3. Results and Discussion

3.1. Research Results

1) Description of Respondent Characteristics

Table Characteristics of EMAS Cooperative Respondents

No	Characteristics	Frequency	Percentage
1	Age:		
	< 25 years	49	29%
	25-35 years	43	25%
	36-45 years old	52	30%
	> 45 years	27	16%
Total		171	100%
2	Gender:		
	Man	119	69%
	Woman	52	31%
Total		171	100%
3	Membership Period:		
	< 1 year	39	23%
	1-3 years	68	40%
	4-6 years	64	37%
Total		171	100%

Source: processed primary data, 2026

Based on Table the total number of respondents in this study was 171 members of the EMAS Cooperative. In terms of age characteristics, the majority of respondents were in the 36–45 years age range (52 people) (30%), followed by the age group under 25 years (49 people) (29%), the age group 25–35 years (43 people) (25%), and the age group over 45 years (27 people) (16%). This age distribution shows that EMAS Cooperative members are spread fairly evenly across the productive age range, with a dominance in the mature age group (36–45 years) who generally have financial stability and experience in managing finances. Based on gender, respondents were predominantly male (119 people) (69%), while female respondents numbered 52 people (31%). This indicates that EMAS Cooperative membership is more attractive to men, who in the socio-economic context of Indonesian society generally play the role of the main decision-makers in investment activities and family finances.

Furthermore, in terms of membership period, the majority of respondents have been members of the cooperative for 1–3 years (68 people), followed by members with a membership period of 4–6 years (64 people), and members with a membership period of less than 1 year (39 people). This composition indicates that the majority of respondents (77%) have had experience as members of the EMAS Cooperative for more than one year, so they are considered to have sufficient understanding of the operations, services, and values offered by the cooperative. This strengthens the quality of the collected data, because respondents'

perceptions and assessments of the research variables are based on adequate direct experience as cooperative members. Overall, the profile of respondents who are predominantly of productive age, male, and have a medium to long membership period is expected to provide a representative picture of the phenomenon examined in this study.

Data analysis in this study continued using the *Partial Least Squares* (PLS) method. PLS is an alternative analysis method to variance- based *Structural Equation Modeling* (SEM). The tool used is the SmartPLS program, specifically designed to estimate *variance-based structural equations*.

In assessing the outer model in PLS, there are three criteria, one of which is see *Convergent Validity* whereas for the other two criteria, namely *Discriminant Validity* in form *square root of average variance extracted* (AVE) and *Composite Reliability*. For *Convergent Validity* of measurement model with dimensional reflection is assessed based on the correlation between item *score/component score* estimated using PLS software. Size individual reflexivity is said to be high if it correlates more than 0.7 with the construct measured (Ghozali, 2019) .

3.2. Hypothesis Testing

The PLS R-Square structural model is applied to the dependent variable and coefficient values for the independent variables, then the significance of each path is determined using the t-statistic value. We can examine the t-statistic relationship between the dependent and independent variables for the path coefficients in the SmartPLS 4 output (shown below) to determine the relevance of the model predictions to the context of the structural model.

Table Path Coefficient in Model Testing

Hypothesis	Influence	Original Sample	t statistics	P-values	Information
H ₁	Transformational Leadership on Work Motivation	0.539	7,757	0,000	Influential
H ₂	Organizational Culture on Work Motivation	0.408	5,842	0,000	Influential
H ₃	Transformational Leadership on Employee Performance	0.238	4,840	0,000	Influential
H ₄	Organizational Culture on Employee Performance	0.250	4,993	0,000	Influential
H ₅	Work Motivation on Employee Performance	0.509	9,230	0,000	Influential

Source: processed data, 2026

Hypothesis First

H₁: Transformational Leadership has an influence significant effect on Work Motivation. It can be seen in table 4.8 that the relationship between Transformational Leadership and Work Motivation has a *path coefficient value* of 0.539, mark the positive And near with +1 Which own This means that there is a positive relationship between transformational leadership and

work motivation. Furthermore, it can be seen that the relationship between transformational leadership and work motivation has a positive relationship. mark t-statistic of $7.757 > 1.96$ and has a *p value* of $0.000 < 0.05$ which means that connection between transformational leadership variables And Work motivation has a significant influence. Based on the research results and the previous explanation, it can be concluded that the hypothesisThe first study stated that transformational leadership has a positive and significant influence on work motivation in research. this is accepted.

Hypothesis Second

H2: Organizational Culture has an influence significant effect on Work Motivation. It can be seen in table 4.8 that the relationship between Organizational Culture and Work Motivation has a *path coefficient value* of 0.408, mark the positive And near with +1 Which own meaning that there is a positive relationship between organizational culture and work motivation. Furthermore, it can be seen that the relationship between organizational culture and work motivation has a positive relationship. mark t-statistic of $5.842 > 1.96$ and has a *p value* of $0.000 < 0.05$ which means that connection between organizational culture variables and Work motivation has a significant influence. Based on the research results and the previous explanation, it can be concluded that the hypothesissecondly, which states that organizational culture has a positive and significant influence on work motivation in research. this is accepted.

Hypothesis Third

H 3: Transformational Leadership has an influence significant effect on Employee Performance. It can be seen in table 4.8 that the relationship between Transformational Leadership and Employee Performance has a *path coefficient value* of 0.238, mark the positive And near with +1 Which own This means that there is a positive relationship between transformational leadership and employee performance. Furthermore, it can be seen that the relationship between transformational leadership and employee performance has a positive relationship. mark t-statistic of $5.842 > 1.96$ and has a *p value* of $0.000 < 0.05$ which means that connection between transformational leadership variables and employee performance is significantly influential. Based on the research results and the previous explanation, it can be concluded that the hypothesisthird, which states that transformational leadership has a positive and significant influence on employee performance in the study. this is accepted.

Hypothesis Fourth

H 4: Organizational culture has an influence significant on Employee Performance. It can be seen in table 4.8 that the relationship between Organizational Culture and Employee Performance has a *path coefficient value* of 0.250, mark the positive and near with +1 Which own This means that there is a positive relationship between organizational culture and employee performance. Furthermore, it can be seen that the relationship between

organizational culture and employee performance has a positive relationship. mark t-statistic as big as $4.993 > 1.96$ and has a *p value* of $0.000 < 0.05$ which means that connection between organizational culture variables and Employee performance has a significant influence. Based on the research results and the previous explanation, it can be concluded that the hypothesis fourth, which states that organizational culture has a positive and significant influence on employee performance in research. this is accepted.

Hypothesis Fifth

H5: Work motivation has an effect significant effect on Employee Performance. It can be seen in table 4.8 that the relationship between Work Motivation and Employee Performance has a *path coefficient value* of 0.509, mark the positive and near with +1 Which own This means that there is a positive relationship between work motivation and employee performance. Furthermore, it can be seen that the relationship between work motivation and employee performance has a positive relationship. mark t-statistic of $9.230 > 1.96$ and has a *p value* of $0.000 < 0.05$ which means that connection between work motivation variables and Employee performance has a significant influence. Based on the research results and the previous explanation, it can be concluded that the hypothesisThe fifth one states that work motivation has a positive and significant influence on employee performance in the study. this is accepted.

1) Mediation Effect Test

Testing Influence No Direct

Indirect influence testing to determine the influence No direct from variables transformational leadership on employee performance through work motivation as a mediating variable, and the influence of the variable organizational culture on employee performance through work motivation as a mediating variable. The criteria for indirect testing are If mark from *p-value* < 0.05 (5%) And t statistics > 1.96 soinfluential significant Which can interpreted its influence No directly. The results of the research analysis can be seen from the *specific table indirect effect* with use technique *bootstrapping* will served on Table 4.9

Table Results Test *Specific Indirect Effect*

	<i>Original Sample</i>	<i>t-statistic</i>	<i>p value</i>
Organizational Culture → Work Motivation → Employee Performance	0.208	4,630	0,000
Transformational Leadership → Work Motivation → Employee Performance	0.275	6,276	0,000

Source: Data Which has processed, 2026.

Hypothesis Sixth

H 6: Organizational culture has an influence significant to employee performance with work motivation as a mediating variable. Can seen on table 4.9 that connection between organizational culture on employee performance with work motivation as a mediating variable has mark t-statistics of 4.630 that the value is > 1.96 and has *p value* as big as 0,000 > 0.05 Which own meaning that connection between variables organizational culture on employee performance and work motivation as a mediating variable has a significant influence significant.

Hypothesis Seventh

H 7: Transformational leadership is influential significant to employee performance with work motivation as a mediating variable. Can seen on table 4.9 that connection between transformational leadership on employee performance and work motivation as a mediating variable has mark t-statistics of 6.276 that the value is > 1.96 and has *p value* as big as 0,000 > 0.05 Which own meaning that connection between variables transformational leadership on employee performance and work motivation as a mediating variable has a significant influence significant.

3.3. Discussion

1) The Influence of Transformational Leadership on Work Motivation (H1)

The results of the first hypothesis test indicate that transformational leadership has a positive and significant effect on the work motivation of EMAS Cooperative employees, with a path coefficient value of 0.539, a t-statistic of 7.757 (> 1.96), and a p-value of 0.000 (< 0.05). Thus, H1 is accepted. This finding proves that the stronger the implementation of transformational leadership by the EMAS Cooperative leadership, the higher the work motivation felt by the cooperative's members and employees.

results align with the theoretical foundation proposed by Bass and Avolio (1994) that transformational leadership inherently increases subordinate motivation by elevating their needs to a higher level, from mere physiological and safety needs to the need for self-actualization and meaningful contribution. In the context of the EMAS Cooperative, leaders who apply the idealized influence dimension make themselves admired and exemplary figures, so that employees are intrinsically motivated to perform better. The inspirational motivation dimension, communicated through a clear vision, also raises work enthusiasm and passion. The individualized consideration dimension creates a sense of appreciation in each individual employee, which is the foundation for the formation of affiliation and achievement motivation in accordance with McClelland's (1961) theory of three main motivational needs: the need for achievement, the need for affiliation, and the need for power.

The findings of this study are supported by previous empirical research. Lango (2024), in his study of educational institutions, demonstrated that transformational leadership has a

positive and significant effect on employee work motivation, with a significant path coefficient. Amini (2025), through a systematic literature review, confirmed that transformational leadership is consistently a key predictor of employee motivation and engagement across various types of organizations and cultural contexts. Mohyi (2026) also found that transformational leadership is strongly correlated with employee engagement and motivation in service organizations.

In the specific context of the EMAS Cooperative operating in Sidenreng Rappang Regency, these findings hold profound significance. Cooperative leaders who are able to optimally implement the four transformational dimensions—setting the example, inspiring through a clear vision, encouraging creativity in problem-solving, and providing personal attention to the needs and development of each employee—have proven capable of igniting their internal drive to achieve. This is particularly relevant given the cooperative's current growth and financial recovery following the decline in SHU in 2023. High work motivation is a key asset in driving productivity and restoring member trust in the cooperative.

2) The Influence of Organizational Culture on Work Motivation (H2)

The results of the second hypothesis test indicate that organizational culture has a positive and significant effect on the work motivation of EMAS Cooperative employees, with a path coefficient value of 0.408, a t-statistic of 5.842 (> 1.96), and a p-value of 0.000 (< 0.05). Thus, H2 is accepted. These findings prove that a strong and positive organizational culture at EMAS Cooperative significantly increases the work motivation of its employees and members.

These findings align with Robbins and Judge's (2017) perspective, which explains that a strong organizational culture provides clear behavioral guidelines, reduces uncertainty in daily decision-making, and provides a sense of psychological security for employees. These conditions directly support the formation of stable and sustainable work motivation. When EMAS Cooperative employees internalize values such as innovation, team orientation, and stability, which are characteristics of organizational culture according to Robbins in Sudarmanto (2014), they develop value congruence, which becomes a source of strong intrinsic motivation.

From the perspective of McClelland's Theory of Needs (1961), the EMAS Cooperative's organizational culture, which emphasizes team orientation and cooperation, directly addresses employees' need for affiliation. A culture that encourages innovation and risk-taking stimulates the need for achievement, while a culture that allows for individual contribution in decision-making responds to the need for power. Thus, the three dimensions of work motivation that serve as variables in this study are all stimulated by the healthy cultural ecosystem at EMAS Cooperative.

These results are also supported by previous research findings. Bardjuki et al. (2024) found that a positive organizational culture in the logistics industry significantly contributes to increased employee work motivation. Oka et al. (2024) added that a conducive organizational

culture creates higher commitment and motivation in employees through the deep internalization of organizational values. Mochamad Fatchurrohman (2022) also showed that a positive organizational culture can increase employee work motivation and job satisfaction. This series of empirical evidence strengthens the validity of the research findings at the EMAS Cooperative that organizational culture transformation is a strategic instrument in increasing work motivation.

3) The Influence of Transformational Leadership on Employee Performance (H3)

The results of the third hypothesis test indicate that transformational leadership has a positive and significant effect on the performance of EMAS Cooperative employees, with a path coefficient of 0.238, a t-statistic of 4.840 (> 1.96), and a p-value of 0.000 (< 0.05). Thus, H3 is accepted. Although the coefficient of this direct effect is smaller than the effect through work motivation mediation, the effect of transformational leadership on employee performance remains statistically significant and practically meaningful.

This finding aligns with the theoretical perspective of Bass and Avolio (1994), who stated that transformational leadership results in performance exceeding normal expectations because leaders are able to change the values, beliefs, and attitudes of subordinates to be more positive and oriented toward larger goals. The four dimensions of transformational leadership contribute to performance through different but complementary mechanisms: idealized influence encourages employees to internalize high standards of behavior and work ethics; inspirational motivation generates commitment to achieving shared goals; intellectual stimulation encourages innovation that improves efficiency and work quality; and individualized consideration ensures each employee receives the support and development needed to perform optimally.

In a way empirical, results This supported by various study Previously, Azhari and Prakoso (2025) empirically demonstrated that transformational leadership has a positive and significant effect on employee performance in pharmaceutical companies. Lango (2024) found a significant direct effect between transformational leadership and employee performance in educational institutions. Mohyi (2026) confirmed similar findings in service organizations, while Bardjuki et al. (2024) demonstrated this effect in the logistics industry.

In the context of the EMAS Cooperative, the direct influence of transformational leadership on employee performance can be understood through the performance indicators used in this study: work quality, work quantity, punctuality, effectiveness, independence, and interpersonal impact as developed by Bernadin and Russell in Mangkunegara (2017). Transformational leaders who provide career guidance, create a conducive work environment, and build harmonious working relationships directly improve the quality of employee work results and their ability to work independently and collaboratively. This is crucial for the EMAS Cooperative, which requires employees with high capabilities in managing member savings and providing excellent service.

4) The Influence of Organizational Culture on Employee Performance (H4)

The results of the fourth hypothesis test indicate that organizational culture has a positive and significant effect on the performance of EMAS Cooperative employees, with a path coefficient value of 0.250, a t-statistic of 4.993 (> 1.96), and a p-value of 0.000 (< 0.05). Thus, H4 is accepted. This finding proves that the deeply embedded organizational culture in EMAS Cooperative directly shapes and improves the performance of its employees.

These results align with Denison's (1990) view, which asserts that a strong organizational culture is positively correlated with performance because it provides clear direction, reduces role conflict, and improves coordination between work units. Robbins and Judge (2017) explain the mechanism of this influence through three main pathways. First, culture provides clear normative guidance on expected performance standards, thereby reducing role ambiguity that can disrupt performance. Second, a strong culture creates a shared identity and sense of belonging that enhances employee commitment to excellence. Third, a culture that supports learning and innovation encourages employees to continuously improve their competencies and work efficiency.

The organizational culture indicators used in this study refer to seven characteristics proposed by Robbins in Sudarmanto (2014), namely innovation and courage to take risks, attention to detail, results orientation, people orientation, team orientation, aggressiveness, and stability. When EMAS Cooperative employees internalize and implement these values in their daily work behavior, they naturally tend to produce better quality and quantity of work, complete tasks on time, and build positive interpersonal relationships with fellow coworkers and with cooperative members.

These findings are also confirmed by various empirical studies. Bardjuki, Katili, and Gunawan (2024) demonstrated that organizational culture has a positive and significant effect on employee performance in the logistics industry. Oka et al. (2024) found a similar effect, where a strong organizational culture improves employee performance through increased organizational commitment. Rusmayanthi et al. (2025) confirmed that a positive organizational culture drives higher employee performance in service organizations in Bali. Nugraha and Muchtar (2025) also emphasized that organizational culture plays a crucial role in shaping employee work behavior and determining the organization's effectiveness in achieving its stated goals.

5) The Influence of Work Motivation on Employee Performance (H5)

The results of the fifth hypothesis test indicate that work motivation has a positive and significant effect on the performance of EMAS Cooperative employees, with a path coefficient value of 0.509, a t-statistic of 9.230 (> 1.96), and a p-value of 0.000 (< 0.05). Thus, H5 is accepted. Moreover, work motivation is the variable with the largest direct influence on employee performance in this research model, as also confirmed by the effect size (f^2) value of 0.577, which is considered large.

This finding aligns closely with Vroom's (1964) Expectancy Theory, which states that a person's performance is a function of the combination of ability and motivation. When employees have adequate ability but low motivation, or vice versa, optimal performance will not be achieved. High motivation encourages employees to allocate more energy, attention, and effort to complete work with the best quality. McClelland (1961) specifically emphasized the role of the need for achievement in driving performance: individuals with a high need for achievement tend to set challenging but realistic goals, actively seek feedback on their performance, take personal responsibility for the results of their work, and continuously innovate to improve work methods.

In the context of the EMAS Cooperative, work motivation, measured through McClelland's three dimensions: need for achievement, need for affiliation, and need for power, has a direct relevance to the measured performance dimensions. Employees with a strong need for achievement are driven to produce superior work quality and complete tasks beyond set targets. Employees with a strong need for affiliation strive to build harmonious relationships with fellow coworkers and cooperative members, reflected in the interpersonal impact dimension. Meanwhile, employees with a healthy need for power are willing to take on greater responsibilities, which contributes to the dimensions of independence and work effectiveness.

Empirically, these results are supported by Lango (2024), who demonstrated that work motivation has a positive and significant effect on employee performance. Della Apriani, Kusmayadi, and Suherlan (2024) also found a significant relationship between work motivation and employee performance in their research. Deswan, Jimad, and Hendri (2024) confirmed that high service motivation positively impacts employee performance in public institutions. These findings collectively strengthen the position of work motivation as a primary predictor of employee performance, including in cooperative environments, which have unique characteristics such as a member-centered service orientation and shared values.

6) Work Motivation Mediates the Effect of Organizational Culture on Employee Performance (H6)

The results of the sixth hypothesis testing through the mediation effect test (specific indirect effect) with the bootstrapping technique show that work motivation mediates the influence of organizational culture on the performance of EMAS Cooperative employees positively and significantly, with an original sample value of 0.208, a t-statistic of 4.630 (> 1.96), and a p-value of 0.000 (< 0.05). Thus, H6 is accepted.

These findings confirm the mediation mechanism theoretically proposed in the research framework. According to Schein (2010), when employees internalize organizational cultural values, they develop a strong internal drive to behave in accordance with those cultural standards, including performance standards. Internalization of EMAS Cooperative's cultural values, such as honesty, transparency, excellent service, team orientation, and shared

responsibility, creates strong and lasting intrinsic motivation. Motivation derived from these cultural values is then manifested in high and consistent performance.

The indirect effect of organizational culture on performance mediated by work motivation (0.208) runs through the following causal chain: a strong organizational culture (path coefficient 0.408 on work motivation) creates a psychological environment that stimulates McClelland's three dimensions of motivation, and this increased motivation then encourages employees to produce better performance (path coefficient 0.509 on performance). With the direct effect of organizational culture on performance which is also significant (0.250), the mediation pattern that occurs is partial mediation, where work motivation strengthens but does not completely replace the direct influence path of culture on performance.

This finding aligns with the research of Bardjuki, Katili, and Gunawan (2024), who found that organizational culture indirectly improves employee performance by increasing work motivation. Rusmayanthi et al. (2025) confirmed that organizational culture influences employee performance through the mediation of collective variables that reflect shared motivation within the team. Oka et al. (2024) also found that internalizing cultural values creates higher commitment and motivation, which in turn improves employee performance. For the EMAS Cooperative, the implication of this finding is that efforts to strengthen organizational culture not only have a direct impact on performance but also create a multiplier effect by increasing employee work motivation.

7) Work Motivation Mediates the Effect of Transformational Leadership on Employee Performance (H7)

The results of the seventh hypothesis testing through the mediation effect test (specific indirect effect) with the bootstrapping technique show that work motivation mediates the influence of transformational leadership on the performance of EMAS Cooperative employees positively and significantly, with an original sample value of 0.275, a t-statistic of 6.276 (> 1.96), and a p-value of 0.000 (< 0.05). Thus, H7 is accepted. The value of this indirect effect (0.275) is even greater than the indirect effect of organizational culture through motivation (0.208), which indicates that work motivation is a very important transmission mechanism in linking transformational leadership to employee performance.

This finding aligns with the theoretical explanation of Bass and Avolio (1994), who explicitly stated that transformational leadership improves performance by increasing intrinsic motivation. Leaders who communicate an inspiring vision, provide meaning to their work, and empower employees will increase their internal drive to achieve. When motivation increases in response to transformational leadership behaviors, employees invest more energy and attention in their work, which in turn results in higher performance.

The indirect effect of transformational leadership on performance mediated by work motivation (0.275) operates through the following mechanism: effectively implemented transformational leadership (path coefficient 0.539 on work motivation) stimulates

employees' intrinsic motivation through its four dimensions, and the activated motivation then drives employees to produce better performance (path coefficient 0.509 on performance). With the direct effect of transformational leadership on performance remaining significant (0.238), the mediation pattern that occurs is partial mediation. This means that transformational leadership influences performance both through direct channels and through indirect channels via increased work motivation.

Empirically, these findings are confirmed by various previous studies. Lango (2024) empirically demonstrated that work motivation significantly mediates the effect of transformational leadership on employee performance. Della Apriani, Kusmayadi, and Suherlan (2024) confirmed the mediating role of work motivation in the relationship between transformational leadership and employee performance in manufacturing companies. Mohyi (2026) found that employee engagement, a manifestation of high motivation, mediates the effect of transformational leadership on employee performance in service organizations. These findings have significant strategic implications for the EMAS Cooperative: developing transformational leadership competencies in cooperative leaders is an investment that provides multiple returns, as its impact is not only direct on performance but also works through mechanisms of increasing work motivation, which in turn drives further performance improvement. In the current recovery and growth phase of the EMAS Cooperative, strengthening transformational leadership capacity is a strategic priority that cannot be postponed.

4. Conclusion

Transformational leadership has a positive and significant effect on the work motivation of EMAS Cooperative employees (path coefficient = 0.539; t-statistic = 7.757; p-value = 0.000). prove that the more effective implementation leadership transformational which includes dimensions of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, then the more tall motivation Work measurable employees through three dimensions McClelland's needs (need for achievement, need for affiliation, and need for power). Organizational culture has a positive and significant effect on the work motivation of EMAS Cooperative employees (path coefficient = 0.408; t-statistic = 5.842; p-value = 0.000). This finding proves that organizational cultural values such as innovation orientation, attention to detail, results orientation, people orientation, team orientation, and stability adopted by EMAS Cooperative members significantly encourage increased employee work motivation. Transformational leadership has a positive and significant effect on the performance of EMAS Cooperative employees (path coefficient = 0.238; t-statistic = 4.840; p-value = 0.000). Transformational leaders who provide role models, inspire vision, stimulate creativity, and provide personal attention have been shown to improve work quality, work quantity, timeliness, effectiveness, independence, and interpersonal impact of employees. Organizational culture has a positive and significant effect on the performance of EMAS Cooperative employees (path coefficient = 0.250; t-statistic = 4.993; p-value = 0.000). A strong organizational culture provides normative guidance on performance standards, creates a

shared identity that increases commitment, and encourages learning and innovation that improve the work efficiency of EMAS Cooperative employees.

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