

The Influence of Leadership and Culture on Performance through the Work Environment

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ABSTRACT

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Transformational leadership has a major influence on improving employee performance, not only in carrying out tasks, but also in terms of providing motivation and inspiration to achieve more optimal work results. Organizational culture also plays a role in shaping behavioral patterns and dynamics of interaction in the work environment. The purpose of this study is to analyze the impact of transformational leadership and organizational culture on employee performance, by considering the role of the work environment as a mediator variables. This study uses a quantitative approach and involves employees of PT. Vermindo Utama Semarang. Data analysis was carried out using the SEMPLS method. The results of the study indicates that transformational leadership directly and indirectly (through the work environment) has a positive and significant influence on performance. The work environment is proven to play an important role as a mediator variables. However, organizational culture does not show a significant influence on the work environment or employee performance, so it cannot be considered as the main factor in improving work performance.

INTRODUCTION

In the midst of increasingly tight global competition, the quality of employee performance is one of the main elements in determining the success of an organization (Sewang et al., 2024). Optimal performance can drive efficiency, productivity, and competitiveness of companies amidst ever-changing market dynamics. One of the main factors that influences employee performance is the leadership style in the organization (Zulkifli, 2022). In this case, transformational leadership plays an important role in creating an inspiring work atmosphere and supporting individual development.

Various companies from various industrial sectors are faced with challenges in maintaining and improving employee performance. Some of the main obstacles include low employee engagement, weak communication between leaders and staff, and an organizational culture that does not fully support professional growth (Zainuddin &

Nasikhah, 2021; Surya et al., 2022; Mochklas et al., 2024). Changes in work patterns triggered by digitalization and technological advances also require adjustments in leadership strategies and HR management so that companies remain competitive (Wahyudi et al., 2023).

In the traditional medicine industry sector, competition is increasingly intense as public awareness of healthy and natural lifestyles increases. Companies in this industry are required not only to maintain product quality, but also to ensure that employees remain productive and innovative. The main challenge is to retain workers with specialized skills, such as herbal formulations and consumer trend-based marketing. Visionary leadership and a supportive work culture are the keys to employee adaptation and motivation in facing industry challenges (Daeli et al., 2024).

Transformational leadership has a positive impact on employee performance, its implementation in various organizations still faces a number of obstacles. Some leaders still apply traditional leadership styles that pay little attention to employee needs and aspirations (Gonzales et al., 2024; Wibowo & Mochklas, 2020). In addition, an organizational culture that is not yet conducive and an unsupportive work environment also become obstacles in achieving maximum performance (Yolanda, 2024).

Another challenge in the traditional medicine industry is the lack of innovation in the production and marketing processes due to low employee motivation and participation. Rigid managerial structures often hinder the creation of flexibility and creativity. Therefore, this study aims to explore the extent to which transformational leadership and organizational culture influence employee performance, in order to help companies design strategies to increase productivity and competitiveness.

LITERATURE REVIEW

Employee performance

In the context of modern human resource management, understanding of employee performance is increasingly evolving along with organizational dynamics and work complexity. The *Performance Management Theory* developed by Aguinis (2019) emphasizes that performance is not only measured based on the final result, but also the processes and behaviors that support the achievement of goals. This includes aspects such as team collaboration, adaptability to change, and involvement in organizational development. Therefore, organizations are required to not only evaluate work

achievements quantitatively, but also pay attention to non-formal contributions that support the sustainability of a productive work system.

Contemporary approaches such as *Job The Demands -Resources (JD-R) Model* also provides a framework for understanding how job resources such as inspirational leadership and a conducive work environment can enhance engagement and overall performance. The model states that when job demands are balanced with adequate resource availability, employees are better able to achieve optimal performance and tend to experience greater job well-being. In the context of this study, the results indicate that transformational leadership creates a supportive work environment, which ultimately has a positive impact on employee performance. In contrast, an organizational culture that is not well internalized seems to fail to be an effective resource in driving improved performance.

Transformational Leadership

Transformational leadership style is a leadership approach that aims to inspire and motivate employees to achieve organizational goals (Bass & Avolio , 1995). This model includes four main components: idealized influence, inspirational motivation , intellectual stimulation, and individual attention. A transformational leader not only carries out managerial functions but also acts as a change agent who builds employee commitment and loyalty. Previous research has shown that this type of leadership can increase work enthusiasm, encourage innovation, and improve employee performance (Yusup & Maulani, 2023). Research from Nguyen et al. (2023) also emphasized that transformational leadership supports the formation of a more collaborative and innovative work culture, which ultimately has a positive impact on employee performance.

Transformational leaders can foster motivation and commitment to organizational goals through clear vision, inspiring encouragement, and space for creativity. Research by Khan et al. (2020) and Nguon (2022) showed that this leadership style has a direct influence on work efficiency and employee satisfaction, which then has an impact on improving performance.

H1 : Transformational leadership has a positive influence on employee performance.

Organizational culture

Organizational culture encompasses a set of values, norms, and beliefs that shape the behavioral guidelines for members of an organization (Schein , 2010). A strong culture is believed to strengthen employee engagement, increase job satisfaction, and encourage the creation of an environment that supports productivity and innovation. Previous studies have shown that an adaptive organizational culture can strengthen the impact of leadership on employee performance (Jerab & Mabrouk , 2023). Research from Iskanto (2023) also shows a positive correlation between a strong organizational culture and increased productivity and work effectiveness.

Organizational culture that is aligned with company values is believed to be able to increase employee loyalty and work productivity. Mafrudoh (2023) stated that the alignment of company values and goals through organizational culture can strengthen the sense of belonging. Ghaleb (2024) also stated that organizations with a strong culture have a workforce that is more committed to achieving company goals.

H2 : Organizational culture has a positive effect on employee performance.

Work environment

The work environment includes various physical and psychological aspects that affect employee comfort and productivity. A supportive work environment can increase work enthusiasm, reduce stress, and create a balance between work and personal life. Several studies have confirmed that the work environment can act as a mediating variable between transformational leadership and employee performance (Robbins & Judge , 2019). Research by Bakker and Vangelia (2007) found that a good work environment can increase employee engagement and strengthen the relationship between organizational culture and better work results.

The work environment, whether physical, social, or psychological, plays a major role in supporting employee performance. Research by Amin and Chakraborty (2022) shows that physical elements such as lighting, ventilation, and ergonomic workspace design support productivity. Positive social relations between coworkers and superiors also create a conducive work atmosphere. In addition, psychological factors such as appreciation, work-life balance, and career development opportunities have been shown to strengthen employee engagement and increase work loyalty (Bataineh , 2019).

H3 : The work environment has a positive effect on employee performance.

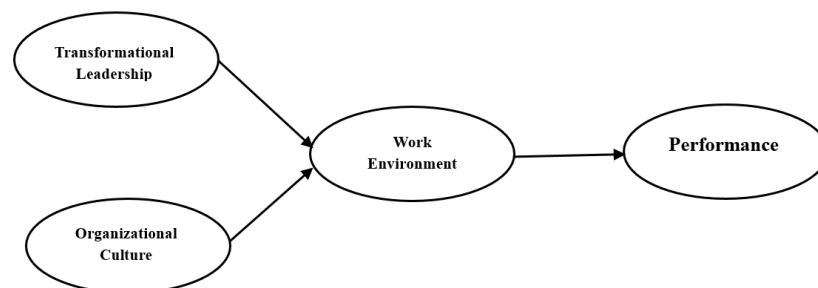
transformational leadership is able to create a supportive work environment, which ultimately increases employee motivation and engagement in achieving organizational targets. Research from Khan et al. (2020) showed that a positive work atmosphere strengthens the influence of transformational leadership on performance by increasing flexibility, support, and innovation. Qalati et al. (2022) also stated that a conducive work environment contributes to employee well-being, thereby strengthening the relationship between transformational leadership and individual productivity. Riyanto et al.'s findings al. (2021) also confirmed that work environment support can maximize the role of transformational leadership in improving performance.

H4 : Work environment mediates the relationship between transformational leadership and employee performance.

The work environment is also an important link in mediating the relationship between organizational culture and employee performance. A supportive work atmosphere can increase employee engagement and well-being, thereby strengthening the positive impact of organizational culture on work productivity (Radu, 2023). Indah et al.'s findings al. (2025) reinforce this by stating that a conducive work environment encourages increased performance by strengthening the relationship between organizational culture and leadership.

H5 : Work environment mediates the relationship between organizational culture and employee performance.

Based on the hypothesis , the conceptual framework of this study can be described as follows :



Source : Researcher , 2025

Figure 1. Conceptual Framework of the Research

Figure 1, illustrates the relationship between transformational leadership, organizational culture, work environment, and employee performance. In the illustration, it can be seen that transformational leadership and organizational culture not only have a direct influence on employee performance, but can also have an indirect impact through the role of the work environment as a mediator variables .

METHOD

This study uses a quantitative approach with a survey method as a data collection technique. The subjects in the study were all employees of PT. Vermindo Utama Semarang, a company engaged in the production and distribution of herbal products. The main product produced is ProPLUS soy milk , and this company also acts as an official distributor of Vermint products from PT. Vermindo Internasional. The company is located at Jl. Pawiyatan Luhur No. 25, Semarang, and still relies on conventional marketing strategies through sales staff who directly offer products to pharmacies, drug stores, and supermarkets in Central Java and East Java.

The number of respondents in this study was 45 people, selected using the census technique, namely the entire population was used as a sample. This approach was chosen because the number of employees involved could still be reached in full in data collection.

To analyze the data, the Structural method was used Equation Modeling (SEM) with SmartPLS tool . This approach was chosen because it is able to test direct and indirect relationships between variables, as well as measure the role of mediating variables accurately. The analysis process includes testing the validity and reliability of the instrument, testing the structural model (inner model), and testing the hypothesis through the t-statistic value and the significance of the p- value . The main focus of this analysis is to examine the extent to which work environment variables are able to mediate the influence of transformational leadership and organizational culture on employee performance.

Through the results of this test, it is hoped that the research can provide a comprehensive picture of the contribution of two main variables, leadership and organizational culture, to improving employee performance, both directly and through the creation of a conducive work environment.

RESULT AND DISCUSSION

Result

Respondent Characteristics

The demographic characteristics of respondents are important to understand the context of the relationship between transformational leadership, organizational culture, work environment, and employee performance. This information can be the basis for interpreting the results of the analysis.

Table 1. Respondent Characteristics

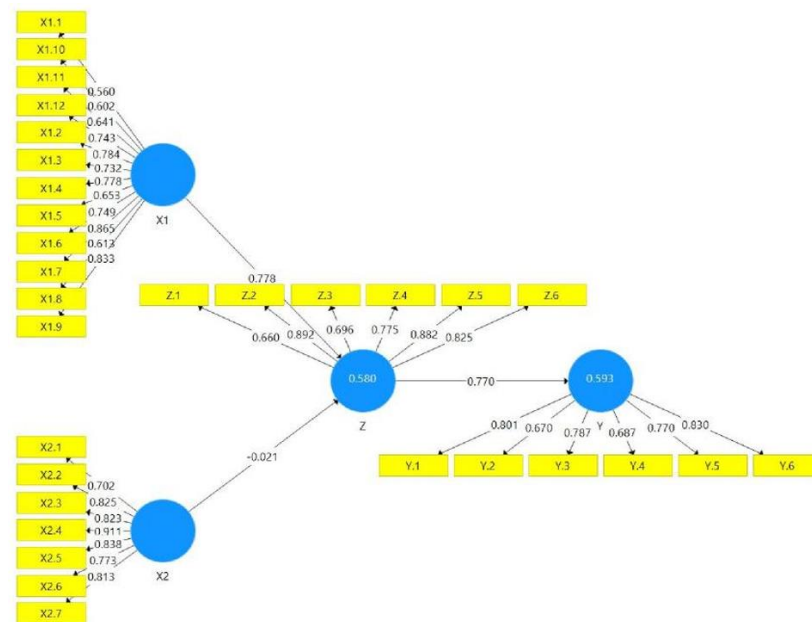
Information	Category	Frequency	Percentage
Gender	Man	33	73.33%
	Woman	12	26.67%
Ethnic group	Javanese ethnic	35	77.78%
	Madurese Tribe	7	15.56%
	Osing Tribe	3	6.67%
	Balinese Tribe	0	0.00%
Age	15 - 25 Years	12	26.67%
	26 - 35 Years	23	51.11%
	> 35 Years	10	22.22%
Formal education	Elementary School	1	2.22%
	Junior High School	1	2.22%
	Senior High School	23	51.11%
	S1	20	44.44%
	S2/S3	0	0.00%
Length of work	< 5 Years	28	62.22%
	5 - 10 Years	13	28.89%
	> 10 Years	4	8.89%
Status	Marry	33	73.33%
	Not married yet	12	26.67%

Source : Researcher data processing (2025)

Most of the respondents in this study were male (73.33%) and of Javanese ethnicity (77.78%), indicating the dominance of a particular culture in the corporate environment. The largest age group was 26–35 years old (51.11%), reflecting a workforce that is in its productive period and tends to be more open to change. In terms of formal education, the majority of graduates were high school/equivalent (51.11%) and bachelor's degree (44.44%), while elementary and junior high school education levels only represented a small portion. Most employees had less than five years of service (62.22%), indicating that many of them were still in the early stages of career development. As many as 73.33% of respondents were married, indicating that work-life balance could be an important factor in motivating and retaining employees.

Structural Model Testing (SEM-PLS)

The analysis stages include testing convergent validity, discriminant validity, construct reliability , and structural model testing to see the relationship between variables. The analysis was carried out using software SmartPLS .



Source : Researcher data processing (2025)

Figure 2. Structural in the Partial Least Squares (PLS) model

Before conducting further analysis, it is necessary to test the validity and reliability of the construct to ensure that the instrument used in this study is able to measure the variables accurately and consistently. Therefore, an *outer test* was conducted. *loading* to assess the validity of indicators, *composite reliability* to measure internal consistency between indicators, as well as *average variance extracted (AVE)* to test the convergent validity of each construct . The results of these three tests are the basis for assessing the quality of the measurement model used. The following are the results of the Outer Loading , Composite Reliability and AVE as shown in table 2.

Table 2. Outer Values Loading , Composite Reliability and AVE

Indicator	Outer Loading	Composite Reliability	AVE
X1.1	0.611	0.927	0.517
X1.2	0.784		
X1.3	0.732		
X1.4	0.778		
X1.5	0.653		
X1.6	0.749		
X1.7	0.865		
X1.8	0.613		
X1.9	0.833		
X1.10	0.602		
X1.11	0.641		
X1.12	0.743		
X2.1	0.702	0.932	0.663
X2.2	0.825		
X2.3	0.823		
X2.4	0.911		
X2.5	0.838		
X2.6	0.773		
X2.7	0.813		
Y.1	0.801		
Y.2	0.670		
Y.3	0.787		
Y.4	0.687		
Y.5	0.770		
Y.6	0.830		
Z.1	0.660	0.891	0.578
Z.2	0.892		
Z.3	0.696		
Z.4	0.775		
Z.5	0.882		
Z.6	0.825		

Source : Researcher data processing (2025)

Convergent Validity is assessed from the loading value indicator factor to its construct . Values above 0.7 indicate good convergence, although values between 0.5 and 0.7 are still acceptable if the AVE (Average Variance Extracted) meets the minimum requirement of ≥ 0.5 . Most of the indicators in constructs X1 (transformational leadership), X2 (organizational culture), Z (work environment), and Y (performance) show loading values. strong factor . Although there are several indicators below 0.7 (such as X1.1, X1.10, X2.6), in general the model is declared valid.

Discriminant validity can be seen from the indicator loading value which is higher for its construct compared to other constructs, as presented in the cross table. loading. The results show that each indicator has the highest correlation with the original variable, which means the model meets the criteria of discriminant validity.

Reliability and AVE show that all constructs have Composite values. Reliability is above 0.7 and AVE is above 0.5. This indicates that the research instrument has good internal consistency and adequate construct validity.

Square Value and Mediation Test

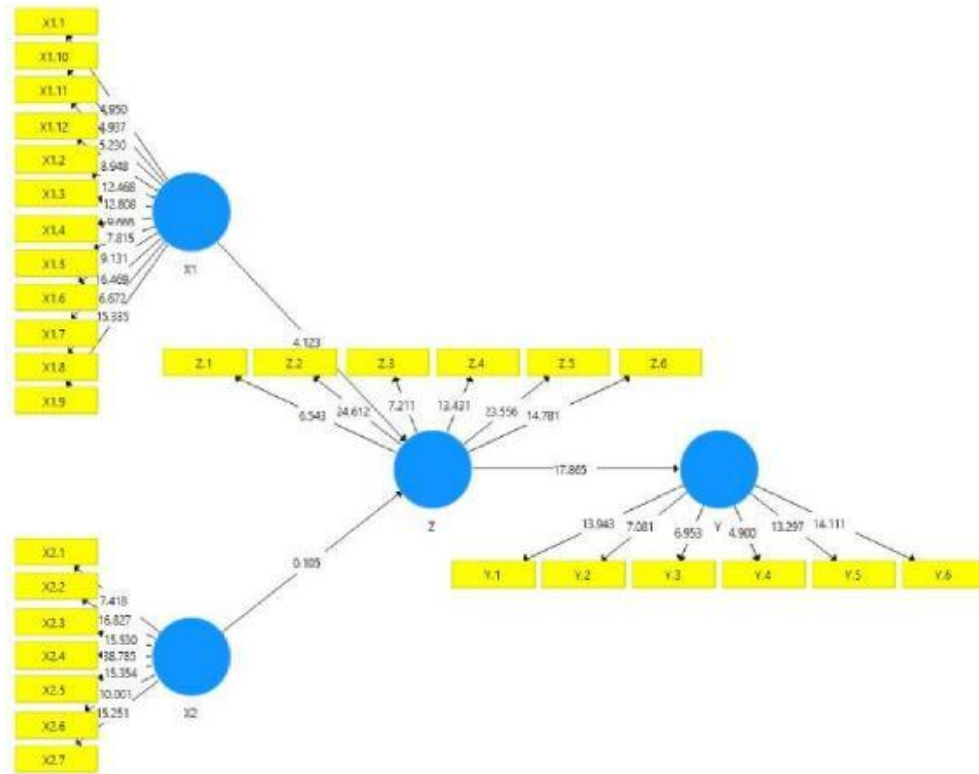
To understand the extent to which the independent variables are able to explain the variation of the dependent variables, as well as to test the role of the intermediary variables in the research model, the analysis is continued by testing the R- Square value (coefficient of determination) and mediation test. The R- Square value provides an overview of the strength of the model in explaining employee performance, while the mediation test is conducted to determine whether the work environment variable acts as a significant mediator in the relationship between transformational leadership and organizational culture on performance.

Table 3. R- Square Value

Variables	R Square
Work environment (Z)	0.58
Performance (Y)	0.593

Source: Researcher data processing (2025)

The R^2 value for the work environment variable (Z) is 0.580, meaning that 58% of the variance in the variable is explained by the independent variables. For the performance variable (Y), the R^2 value is 0.593, indicating that almost 60% of the change in employee performance can be explained by the variables in this research model.



Source : Researcher data processing (2025)

Figure 3. Results of Mediation Test with Bootstrapping

Mediation testing is done through two approaches: algorithm and bootstrapping . The results of the mediation test are as shown in table 4, below.

Table 4. Inner Weight test results

	Original	Sample Mean	Standard Deviation	T Statistics	P Values
X1 -> Y	0.599	0.606	0.159	3772.000	0,000
X1 -> Z	0.778	0.773	0.196	3963,000	0,000
X2 -> Y	-0.016	0.002	0.166	0.097	0.923
X2 -> Z	-0.021	0.001	0.209	0.100	0.920
Z -> Y	0.770	0.784	0.041	18739.000	0,000

Based on table 4 mediation test results, the path from transformational leadership (X1) to employee performance (Y) shows a significant direct influence, with a *T Statistics* value of 3772.000 and *P Values* of 0.000. In addition, the path from X1 to the work environment (Z) is also significant ($T = 3963.000$; $P = 0.000$), as is the path from Z to Y ($T = 18739.000$; $P = 0.000$). These results indicate that the work environment plays a significant mediator in the relationship between transformational leadership and performance. Thus, it can be concluded that transformational leadership not only has a

direct impact on performance, but also indirectly through the creation of a supportive work environment.

On the other hand, the influence of organizational culture (X2) on employee performance (Y) and on the work environment (Z) is not significant, with *T Statistics values* of 0.097 and 0.100, respectively, and *P Values* of 0.923 and 0.920. This shows that organizational culture does not have a direct or indirect effect on performance through the work environment. Thus, the work environment variable does not mediate the relationship between organizational culture and employee performance in this research model.

When the mediating variable (work environment) is removed from the model, the direct relationship between transformational leadership and performance decreases from 0.599 to 0.354, but remains significant. This suggests that the work environment is a partial mediator between leadership and performance. In contrast, the relationship between organizational culture and performance remains insignificant, either directly or through the mediation of the work environment.

Discussion

The Influence of Transformational Leadership on Performance

These findings confirm that transformational leadership is able to create an inspiring and energetic work environment, where employees feel valued, motivated, and have a clear purpose in their work. Transformational leaders not only focus on achieving organizational targets, but also pay attention to individual development, build trust, and encourage innovation and creativity. This has a direct impact on improving performance, because employees become more proactive, responsible, and results-oriented.

Transformational leadership style has also proven effective in creating a positive and inclusive organizational culture. With open communication, fair rewards, and active involvement in the work process, leaders are able to strengthen employee loyalty to the organization. This is in line with the view of Bass and Avolio (1995) that transformational leaders play a crucial role in shaping the values and behavior of organizational members. Research by Yusup & Maulani (2023) also supports this, by showing that transformational leadership can improve cross-sector performance, both in the public and private sectors, making it a relevant leadership model to be applied in today's work context.

The Influence of Organizational Culture on Performance

These findings suggest that although organizational culture is often considered an important foundation in shaping work behavior and performance, in reality its influence is not always immediately felt, especially when the cultural values have not been properly internalized by all members of the organization. The absence of a significant relationship between organizational culture and employee performance may reflect a gap between formally declared values and their actual implementation in daily life. In other words, organizational culture has not become an integral part of employees' routines and mindsets, so it has not been able to drive performance effectively.

These results strengthen the view expressed by Lolowang et al. (2019) and Iskanto (2023), who emphasize the importance of consistency in implementing organizational culture in order to have a positive impact. Without active involvement from leaders and without integration of cultural values in the work process, organizational culture will only be a meaningless slogan. Therefore, a stronger strategy is needed to socialize, internalize, and strengthen organizational culture through real actions, training, and role models from leaders so that the culture truly becomes an effective driver of performance.

The Influence of the Work Environment on Performance

A comfortable and supportive work environment can create a positive psychological atmosphere for employees, which in turn increases focus, motivation, and satisfaction in working. Aspects such as adequate lighting, ergonomic layout, and harmonious working relationships between colleagues and superiors are important factors in building a conducive work climate. This is reinforced by Job's theory. Demands - Resources (JD-R) proposed by Bakker & Vangelia (2007), which states that work resources such as a good physical and social environment can reduce work pressure while increasing employee involvement in work.

Furthermore, Amin & Chakraborty's (2022) research also emphasizes the importance of social support in the workplace as part of a supportive environment, including empathy, open communication, and a sense of togetherness among employees. A supportive work environment not only impacts productivity but also the mental and emotional well-being of employees. When employees feel valued, safe, and comfortable

in carrying out their duties, they tend to show higher loyalty and better work quality, making the work environment one of the strategic elements in improving overall organizational performance.

The Role of Work Environment Mediation

These findings indicate that the work environment plays an important role as a mediating variable that strengthens the influence of transformational leadership on employee performance. Transformational leaders tend to build positive interpersonal relationships, provide emotional support, and create a vibrant and collaborative work atmosphere. These conditions contribute to the creation of a comfortable and supportive work environment, which ultimately increases employee engagement and productivity. Khan et al.'s research (2020) and Febrianti et al. (2024) support this finding, where the work environment created by an effective leadership style becomes an important channel in encouraging more optimal work performance.

On the other hand, the mediating role of the work environment in the relationship between organizational culture and performance did not show significant results. This shows that although organizational culture can shape the values and norms that underlie work behavior, these values have not been fully reflected in the creation of a real work environment and are directly felt by employees. In other words, organizational culture is not strong enough or has not been implemented comprehensively to form a productive work environment. The failure of the work environment to be a mediator in this relationship confirms that the internalization of organizational culture still requires strengthening, both in terms of communication, habituation of values, and leadership involvement in instilling culture into daily work activities.

CONCLUSION

Conclusion

Based on the results of data analysis and discussion that have been done, it can be concluded that transformational leadership has a positive and significant influence on employee performance, both directly and indirectly through work environment variables. This finding confirms that the work environment has an important role as a mediating variable that strengthens the relationship between leadership and employee performance.

On the other hand, organizational culture does not show a significant influence on the work environment or employee performance. This shows that organizational values and norms have not been fully internalized in daily work practices, so they cannot be considered as a major factor in increasing productivity.

Practical Implications

For the management of PT. Vermindo Utama, the results of this study emphasize the importance of improving the quality of transformational leadership through training and development of managerial competencies. In addition, the company also needs to create a more conducive work environment through improving work facilities, open communication, and welfare policies that support work-life balance.

For the aspect of organizational culture, an in-depth evaluation is needed regarding the extent to which the company's values have been implemented by all elements of the organization. Strategies such as internalizing culture through training, value-based incentive systems, and consistent communication of values can help strengthen the influence of culture on employee behavior and performance.

Suggestions for Further Research

In order to enrich the understanding of this topic, future research is recommended to use a mixed approach methods) to obtain a more comprehensive perspective, both from quantitative and qualitative data. Expanding the research object to other industrial sectors is also important to see the generalization of the model. In addition, the addition of variables such as job satisfaction, organizational commitment, or intrinsic motivation can provide deeper insight into the factors that drive employee work performance.

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