
Work Motivation as a Mediator of the Relationship between Transformational Leadership, Organizational Culture, and Personnel Performance: Evidence from the Indonesian Navy

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Abstract:

This study aims to determine the influence of transformational leadership and organizational culture on personnel performance with work motivation as a mediator. This study adopts a quantitative approach through a survey method to test the hypothesis regarding the relationship between transformational leadership, organizational culture, work motivation, and personnel performance. The results of the study indicate that transformational leadership does not influence personnel performance even through work motivation. However, organizational culture and work motivation positively influence personnel performance. Additionally, organizational culture positively influences personnel performance through work motivation. Recommendations for future research include expanding the variables that may influence performance, such as work environment, competence, or job satisfaction, to obtain a more comprehensive understanding.

Keywords: *Transformational Leadership, Organizational Culture, Personnel Performance, Work Motivation*

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1. Introduction

In an era of increasing global disruption and uncertainty, military organizations such as the Indonesian Navy (TNI AL) face increasingly complex demands to improve organizational effectiveness and efficiency. These demands are not limited to national defense and security aspects but also encompass the strategic and adaptive management of human resources (HR). Ramadhani (2024) emphasizes that the operational effectiveness of a military organization is significantly influenced by the leadership patterns implemented and the collective organizational values embraced. In the context of the TNI AL, as an institution characterized by hierarchy, strict

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discipline, and strong military traditions, fostering motivation and optimizing personnel performance amid the rapid modernization of military equipment and the increasingly dynamic spectrum of threats presents unique challenges (Elliott, 2025). Understanding the determining factors behind personnel performance in this specific environment is crucial to ensuring organizational readiness and capability (Fitriani et al., 2024).

One key factor that has been empirically proven to have a significant influence on improving motivation and performance among employees in various types of organizations, including the public and military sectors, is transformational leadership. This leadership style is characterized by the leader's ability to inspire and motivate followers through the articulation of a clear long-term vision , empowerment of team members, and effective and inspiring communication (Zhang et al., 2024). Furthermore, in the context of military organizations, the role of transformational leaders is crucial for managing adaptation to organizational structural changes and the adoption of increasingly complex technologies, while fostering innovation amid the inherent rigidity of the military (Dehocman, 2025; Widayanti & Kusman, 2023; Pangarso, 2022).

One form of transformational leadership implementation in the Indonesian Navy today is the defense equipment modernization policy. This modernization is necessary to increase *the lifetime*, strength, and combat capabilities of the Indonesian Navy so that it can compete with other countries in the region and internationally. This modernization program is being carried out on 41 KRI units (refurbishment-41), including *Fast Patrol Boats* (FPB)-57, Parchim-class corvettes, Fatahillah-class corvettes, Missile Fast Boats (KCR), Sigma-class corvettes (*Diponegoro class*), and Bung Tomo-class corvettes. The modernization program is being implemented under a *multi-year* scheme, consisting of *ship conversion* and plans to install anti-ship missiles (*Surface to Surface Missile/SSM*) as well as integrated weapons within *the Combat Management System* (CMS) and *repowering* to restore the ships' primary functions and enhance their performance as main combat vessels. Additionally, similar warships such as KCR and PKR will undergo upgrades to their navigation and communication systems.

In the context of military organizations such as the Indonesian Navy (TNI AL), personnel performance not only impacts the achievement of internal organizational targets but also plays a crucial role in maintaining combat readiness and national defense resilience in the maritime domain. Transformational leadership and an adaptive organizational culture are two key pillars for developing human resources capable of responding to dynamic threats in the region, such as the North Natuna Sea dispute and increased foreign military activity in Indonesia's strategic waters. Within the framework of building *the Minimum Essential Force* (MEF) defense capability, the performance of TNI AL personnel directly contributes to the effectiveness of naval weaponry operations, operational readiness, and strategic

deterrence against external aggression. Therefore, building leadership capacity and an organizational culture that supports work motivation is not merely a matter of institutional efficiency but an integral part of the national defense strategy to ensure national sovereignty and maritime security (Ministry of Defense of the Republic of Indonesia, 2015; Janowitz, 2017).

In line with leadership, organizational culture also plays a fundamental role in shaping work behavior, commitment, and productivity of personnel. A strong military organizational culture, rooted in essential values such as loyalty, integrity, discipline, and corps spirit, must be continuously evaluated and adapted to the dynamics of modern organizational needs to remain relevant and capable of supporting the achievement of strategic objectives (Indrayani, 2022; Hung et al., 2022). Schein (2021) and Cirdei & Alixandrescu (2025) add that an adaptive and supportive organizational culture has been proven to enhance members' emotional attachment to the institution, facilitate the learning process, and ultimately drive superior performance. Thus, researching the characteristics of organizational culture in TNI AL work units will complement the understanding of the work environment that shapes personnel behavior and performance.

Furthermore, work motivation is a crucial element that serves as a connecting mechanism between organizational factors, such as leadership and organizational culture, and expected performance outcomes. Research by Nugroho et al. (2024) and Davis & Peterson (2023) consistently found that personnel with high levels of motivation tend to demonstrate superior performance, even under high-pressure conditions commonly encountered in military environments. Integrating motivation theories, such as expectation theory or goal-setting theory, into this research framework will provide a more comprehensive understanding of the mechanisms underlying the relationship between organizational characteristics and individual performance (Locke & Latham, 2021). Therefore, exploring the mediating role of work motivation is crucial to uncovering how transformational leadership and organizational culture indirectly influence personnel performance in the Indonesian Navy.

Although many studies have discussed leadership, organizational culture, motivation, and performance in various contexts, empirical studies that specifically focus on closed work units such as the Indonesian Navy are still very limited and tend to be fragmented. Most previous studies have focused more on general public institutions or the private sector, leaving a gap in the literature regarding the application of management models in the unique military environment. This study aims to fill this gap by comprehensively analyzing the causal relationship between transformational leadership, organizational culture, and personnel performance, with work motivation as a mediator, in the context of the TNI AL. Thus, this study is expected to not only enrich the scientific knowledge in the domain of strategic human resource management and organizational behavior in the Indonesian military environment but also provide practical guidelines for military institutions in

designing leadership development programs, strengthening organizational culture, and strategies to enhance motivation to ensure the readiness and capability of personnel in facing the challenges of the era of disruption.

2. Theoretical Background

Transformational leadership is a leadership style proven effective in driving change and motivating followers to go beyond their personal interests for the sake of a greater collective vision (Bass & Riggio, 2021). Bass (1985) outlines transformational leadership through four fundamental dimensions. Idealized influence refers to a leader's ability to serve as an integrity-driven and respected role model, instilling trust and admiration among followers (Avolio et al., 2009; Yukl, 2013). This dimension is particularly vital in military environments, where authoritative leaders are the foundation of discipline and cohesion (Riggio & Conger, 2022). Furthermore, inspirational motivation involves a leader's ability to articulate a challenging and motivating vision, inspiring enthusiasm and optimism among team members (Bass & Avolio, 1994; Stone et al., 2004). In military institutions, this is crucial for instilling patriotism and commitment to the nation's mission. Intellectual stimulation encourages followers to think creatively, innovatively, and critically about old assumptions, facilitating adaptation and constructive problem-solving (Bass & Avolio, 2000; Dvir et al., 2017). This dimension becomes increasingly relevant amid military modernization that demands tactical and technological innovation (Dehocman, 2025). Lastly, individualized consideration reflects leaders' attention to the needs and development of each individual, functioning as supportive mentors (Bass & Avolio, 2004; Lai et al., 2020). This personalized approach can enhance personnel loyalty and retention in high-pressure environments (Widayanti & Kusman, 2023). The literature consensus affirms that transformational leadership consistently correlates positively with increased commitment, job satisfaction, and performance across various organizations, including the public and military sectors (Lester et al., 2022).

In addition to leadership, organizational culture plays a central role in shaping personnel behavior and performance. Organizational culture is defined as a system of shared values, beliefs, assumptions, and norms that distinguish one organization from another and fundamentally shape how individuals act (Schein, 2021; Hofstede et al., 2010). Schein (2021) divides culture into artifact level, shared values, and deep-seated assumptions. A strong and adaptive organizational culture can significantly enhance organizational effectiveness by internalizing consistent work values and norms, facilitating coordination, and reducing role ambiguity (Cameron & Quinn, 2011; Arellano-Gault & Del Castillo, 2023). In a military context, culture has tremendous power in instilling discipline, loyalty, integrity, and esprit de corps (Indrayani, 2022; Chen & Li, 2024). Although military culture is often hierarchical and clan-based (Alvesson, 2012), which is essential for cohesion and command, its adaptability to external changes is crucial for maintaining relevance and

effectiveness. Studies indicate that cultures that support innovation, learning, and a personnel-centric approach positively influence overall organizational productivity and performance (Besley & Persson 2024; Meidawati et al, 2025; Cirdei & Alixandrescu, 2025). Thus, an adaptive and strong military organizational culture will serve as a catalyst for personnel performance in the Indonesian Navy.

The correlation between leadership and organizational culture with personnel performance will certainly not run smoothly without work motivation. Work motivation is an internal or external force that arouses, directs, and maintains individual behavior toward the achievement of goals (Robbins & Judge, 2018). Herzberg (2021) in his Two-Factor Theory emphasizes that intrinsic motivators such as recognition, achievement, and meaning in work are the primary drivers of satisfaction and performance, an aspect that is highly relevant in a military environment that prioritizes dedication and honor. Furthermore, Vroom's Expectancy Theory (1964) explains that individuals are motivated when they believe that their efforts will result in good performance, that performance will result in desired rewards, and that those rewards are valuable to them (Lawler & Porter, 1967; Fang, 2023). Meanwhile, Locke and Latham's Goal-Setting Theory (2021) highlights that specific, challenging goals accompanied by feedback significantly enhance motivation and performance. Empirical research consistently shows that personnel with high levels of motivation tend to demonstrate superior performance, even under extreme pressure conditions such as in military environments (Nugroho et al., 2024; Davis & Peterson, 2023). This indicates that work motivation is not merely a product of inspirational transformational leadership and a supportive organizational culture, but also an essential prerequisite that directly facilitates improvements in personnel performance (Gagne & Deci, 2020; Nhat Vuong et al., 2023).

Personnel performance in a military context is not solely measured by the achievement of administrative tasks but encompasses a broader and more complex spectrum. Generally, performance can be defined as the level of effectiveness and efficiency of individuals in carrying out tasks and responsibilities in accordance with established standards (Campbell et al., 1993; Zia et al., 2022). However, in the Indonesian Navy, personnel performance encompasses several crucial dimensions: task performance (formal task execution, technical and tactical skills; Borman & Motowidlo, 1993), contextual performance or organizational citizenship behavior (voluntary behavior that supports the work environment, team cohesion, such as initiative, loyalty, and esprit de corps; Organ, 1988; Motowidlo & Van Scotter, 1994; Indrayani, 2022), operational readiness and adaptability (ability to adapt to changing conditions, maintain physical and mental readiness in stressful situations, and respond to new threats; Chan & Drasgow, 2001; Wong & Ghorbani, 2023), as well as social responsibility and loyalty to the institution and the state (Indrayani, 2022). Optimal performance in the Indonesian Navy not only ensures internal efficiency but is also fundamental to maintaining national sovereignty and maritime security. Thus, this study seeks to provide a holistic understanding of how

transformational leadership and organizational culture, mediated by work motivation, collectively influence the performance of personnel in the unique and strategic work units of the Indonesian Navy.

As an institution categorized as a *total institution* (Goffman, 2017), military organizations such as the TNI AL have a unique and closed social system, characterized by rigid hierarchical structures, collective rituals, and strong ideological values. In this context, interactions between individuals and mechanisms for controlling personnel behavior are not solely shaped by formal rules but also by social and cultural norms deeply rooted in the institutional system. Social systems theory in military organizations emphasizes that personnel performance is significantly influenced by how the organization shapes, maintains, and internalizes collective roles, loyalty to the unit, and ideological commitment to the state. Therefore, transformational leadership styles and organizational culture are not merely managerial tools, but also symbolic and normative devices that shape the social identity of military personnel and facilitate the overall integration of the organizational system (Huntington, 1981; Goffman, 2017). Integrating this theory will strengthen understanding of why leadership approaches and organizational culture in the military must account for the unique social and structural factors of the military, which differ from civilian organizations.

The research model will be presented as follows

H₁ : Transformational leadership influences work motivation

H₂: Transformational leadership influences personnel performance

H₃: Organizational culture influences work motivation

H₄: Organizational culture influences personnel performance

H₅: Work motivation influences personnel performance

H₆ : Transformational leadership influences personnel performance through work motivation

H₇ : Organizational culture influences personnel performance through work motivation

3. Methodology

This study adopts a quantitative approach through a survey method to test the hypotheses regarding the relationship between transformational leadership, organizational culture, work motivation, and personnel performance. This approach was chosen because it allows for the collection of standardized data from a large number of respondents, which is essential for statistical analysis to identify valid and reliable causal relationships between variables (Creswell & Creswell, 2018). The research sample will be taken using purposive sampling techniques from active personnel in closed work units of the Indonesian Navy that are relevant to the command structure, covering the fields of finance and health. The selection of purposive sampling is based on the unique characteristics of the military population,

which requires specific access and understanding of their operational context, while ensuring representation from key functional areas within the organization. The estimated research population is approximately 200 personnel, and to meet the statistical power requirements of Structural Equation Modeling (SEM) analysis using the Partial Least Square (PLS) approach, a minimum sample size of 100 respondents is considered adequate (Hair et al., 2022).

In the context of military research, the selection of a quantitative approach through structured surveys provides advantages in obtaining systematic perception data from closed environments such as TNI AL work units, which are typically difficult to access through direct observation methods. This approach allows researchers to maintain objectivity and consistency in measurements, especially since military organizations have hierarchical and command-based structural characteristics, making respondents more comfortable expressing their perceptions anonymously through questionnaires (Baruch & Holtom, 2008). Additionally, the use of *Partial Least Squares–Structural Equation Modeling* (PLS-SEM) is deemed appropriate as it can handle complex models with latent indicators while being tolerant of non-normal data distributions, a condition commonly found in military populations that are demographically homogeneous but functionally heterogeneous (Sarstedt et al., 2021). Therefore, the selection of this methodology is not only based on statistical considerations but also takes into account the contextual sensitivity of the exclusive and strategic nature of military organizations.

Data will be collected through a structured questionnaire using a 1–5 Likert scale, where 1 indicates "Strongly Disagree" and 5 indicates "Strongly Agree." The Likert scale allows for the quantitative measurement of personnel perceptions and attitudes with good reliability (Sekaran & Bougie, 2020). Before implementing the full-scale questionnaire, the instrument will undergo confirmatory validity testing (CFA) and reliability testing using Cronbach's Alpha. The instrument is considered valid if the factor loading values in CFA meet the criteria (>0.70) and reliable if Cronbach's Alpha values for each construct reach the threshold (>0.70), ensuring internal consistency of measurement (Hair et al., 2022).

The operational definitions of each variable and questionnaire items are designed based on adaptations from strong and well-tested relevant literature. The operational details of the variables are presented in Table 1.

Table 1. Operationalization of Research Variables

Variable	Question Items	Measurement Scale	Source
Transformational Leadership	1. My leader acts as a role model whom I admire and respect. (<i>Idealized Influence</i>) 2. My leader is able to articulate an inspiring vision for the future of the unit. (<i>Inspirational Motivation</i>) 3. My leader encourages me to rethink old assumptions and seek new ways of doing things. (<i>Intellectual Stimulation</i>) 4. My leader pays special attention to my individual needs and development. (<i>Individualized Consideration</i>)	Likert 1-5	Bass & Riggio (2021); Judge & Piccolo (2024); Lester et al. (2022)
Organizational Culture	1. Discipline and adherence to procedures are highly valued in this unit. 2. Loyalty to superiors and the institution is the top priority for personnel here. 3. There is a strong sense of unity and cohesion among team members in completing tasks. 4. Our unit places a strong emphasis on integrity and ethics in all actions. 5. There are values that support team collaboration in digital transformation efforts in my unit/institution. 6. My unit/institution has values related to a clear orientation toward digital technology change. 7. Digital innovation is considered important for improving organizational/unit performance in my unit/institution. 8. Leadership in my unit/institution actively supports digital technology training to enhance personnel performance.	Likert 1-5	Schein (2021); Indrayani (2022); Chen & Li (2024); Panagarso et al., (2022)
Work Motivation	1. I am satisfied with my current job and role in the unit. (Intrinsic Satisfaction) 2. I am motivated to give my best effort in every task assigned. (Effort Intensity) 3. I feel that the work I do has meaning and makes an important contribution to the institution. (Job Meaning) 4. I am confident that my hard work will result in recognized and appreciated	Likert 1-5	Herzberg (2021); Nugroho et al. (2024); Davis & Peterson (2023);

performance. (Vroom Expectancy)			
Personnel Performance	1. I am always able to complete my primary job tasks on time. (Task Performance)	Likert 1-5	Indrayani (2022); Ramadhani (2024); Zia et al. (2022); Wong & Ghorbani (2023)
	2. I demonstrate a high level of responsibility toward all the work I undertake. (Responsibility)		
	3. I proactively contribute positively to the success of the team/unit. (Contextual Performance)		
	4. I am ready to adapt to unexpected changes in procedures or operational situations. (Adaptability)		

The primary data analysis technique is Structural Equation Modeling (SEM) with a Partial Least Square (PLS) approach, which will be operated using the latest version of SmartPLS software. The selection of SEM-PLS is based on its robust ability to test complex causal relationships between latent variables simultaneously, even with relatively small sample sizes or data that may not be normally distributed, making it highly suitable for predictive purposes and theoretical development (Hair et al., 2022; Sarstedt et al., 2021). The analysis procedures will include evaluating the measurement model to ensure convergent validity, discriminant validity, and composite reliability, as well as evaluating the structural model to test path coefficients, R-square values, and the significance of hypothesized relationships through bootstrapping procedures. This approach will enable the identification of direct and indirect (mediating) effects of transformational leadership and organizational culture on personnel performance through work motivation, providing a comprehensive understanding of the dynamics within the Indonesian Navy's work units.

4. Empirical Findings/Result

Results of the Measurement Model Evaluation (*Outer Model*)

Convergent Validity Test

Table 2. Results of Convergent Validity Test

	X	X	M1	Y1
X1.1	0.897			
X1.2	0.943			
X1.3	0.930			
X1.4	0.878			
X2.1		0.867		
X2.2		0.903		
X2.3		0.934		

X2.4	0.951	
X2.5	0.927	
X2.6	0.925	
X2.7	0.917	
X2.8	0.867	
M1.1		0.858
M1.2		0.950
M1.3		0.944
M1.4		0.943
Y1.1		0.931
Y1.2		0.953
Y1.3		0.949
Y1.4		0.913

Based on Table 2, it can be seen that the *loading factor* values of all statement items are > 0.70 , so it can be concluded that all statement items are convergent valid.

Discriminant Validity Test

Table 3. Results of Discriminant Validity Test

	X2	X1	Y1	M1
X2	0.918			
X1	0.857	0.912		
Y1	0.818	0.731	0.937	
M1	0.870	0.794	0.826	0.925

Based on Table 3, it can be seen that the AVE values for each variable are greater than the correlations between constructs, so it can be concluded that all variables are discriminantly valid.

Reliability Test

Table 4. Reliability Test Results

	Cronbach's alpha	Composite reliability (rho_c)	Composite reliability (rho_c)	Average variance extracted (AVE)
X1	0.93	0.936	0.952	0.832
X2	0.969	0.969	0.974	0.843
M1	0.943	0.949	0.959	0.855
Y1	0.953	0.954	0.966	0.877

Based on Table 4, it can be seen that the *Cronbach's alpha* and *composite reliability* (*rho_c*) values of all variables are > 0.70 , so it can be concluded that all variables are reliable.

Results of Structural Model Evaluation (*Inner Model*)

R Square

Table 5. *R Square* Test Results

	R-square	R-Square (Adjusted)
Work Motivation	0.766	0.764
Personnel Performance	0.722	0.719

The adjusted R-Square value for the personnel performance variable is 0.719, indicating that the transformational leadership and organizational culture variables can explain 71.9% of the personnel performance variable. Meanwhile, the adjusted R-Square value of the work motivation variable is 0.764, indicating that the transformational leadership and organizational culture variables are able to explain the personnel performance variable through work motivation by 76.4%. Therefore, it can be concluded that the model is considered strong.

Effect Size

Table 6. *Effect Size* Test Results

	M1	Y1
X	0.039	0
X2	0.575	0.092
M1		0.182

The explanation is as follows:

- The influence of transformational leadership on work motivation is 0.039, so the influence of transformational leadership on work motivation is considered weak.
- The influence of transformational leadership on personnel performance is 0.001, so the influence of transformational leadership on personnel performance is considered weak.
- The influence of organizational culture on work motivation is 0.575, so the influence of organizational culture on work motivation is considered strong.
- The influence of organizational culture on personnel performance is 0.092, so the influence of organizational culture on personnel performance is considered weak.
- The influence of work motivation on personnel performance is 0.182, so the influence of work motivation on personnel performance is considered moderate.

Hypothesis Testing

Table 7. Hypothesis Test Results

	Original sample (O)	T statistics (O/STDEV)	P values
X1 → M1	0.185	2.975	0.003
X1 → Y1	0.03	0.312	0.755

X2 → M1	0.712	11.422	0
X2 → Y1	0.389	2.871	0.004
M1 → Y1	0.464	2.692	0.007
X1 → M1 → Y1	0.086	1.740	0.082
X2 → M1 → Y1	0.330	2.704	0.007

The explanation is as follows:

- a. The transformational leadership path $\rightarrow$ work motivation obtained a p-value of $0.003 < 0.05$, so H_1 is accepted, meaning that transformational leadership influences work motivation.
- b. Transformational leadership $\rightarrow$ personnel performance obtained a p-value of $0.755 > 0.05$, so H_2 is rejected, meaning that transformational leadership does not influence personnel performance.
- c. Organizational culture $\rightarrow$ work motivation obtained a p-value of $0.000 < 0.05$, thus H_3 is accepted, meaning that organizational culture influences work motivation.
- d. The path from organizational culture to personnel performance yielded a p-value of 0.004 , which is less than 0.05 , so H_4 is accepted, meaning that organizational culture influences personnel performance.
- e. The path from work motivation to personnel performance yielded a p-value of $0.007 < 0.05$, thus accepting H_5 , which states that work motivation influences personnel performance.
- f. The path from transformational leadership to work motivation to personnel performance yielded a p-value of 0.082 , which is > 0.05 , thus rejecting H_6 , meaning that transformational leadership does not influence personnel performance through work motivation.
- g. The path from organizational culture to work motivation to personnel performance yielded a p-value of $0.07 < 0.05$, so H_7 is accepted, meaning that organizational culture influences personnel performance through work motivation.

5. Discussion

Transformational Leadership on Work Motivation

The results of the study indicate that transformational leadership influences work motivation. Research (Mutiarra et al., 2022) states that the more effective transformational leadership is toward employees, the more an employee's motivation will increase. In other words, a work unit leader who has high charisma is able to strengthen employee motivation through inspirational influence and is able to stimulate employees' intellectual thinking. Additionally, such leaders provide personal attention to employees, which encourages and ignites their enthusiasm, desire, and internal motivation to work. The higher the ability of unit leaders to motivate and stimulate employees, the greater the employees' motivation will be.

Transformational Leadership on Personnel Performance

The results of the study indicate that transformational leadership does not affect personnel performance. This is also in line with (Fadilah et al., 2023), who stated that transformational leadership does not affect employee performance. The lack of influence of transformational leadership style on employee performance is due to the fact that many employees disagree that leaders encourage employees to express their ideas, leaders pay attention to employee development, and leaders pay attention to the needs of employees in the process of completing their work.

Organizational Culture on Work Motivation

The research results indicate that organizational culture influences work motivation. This can be explained by the fact that employees need a sense of mutual respect, mutual assistance, and mutual trust in their work environment when performing their duties. A conducive social environment at the workplace has a significant impact on employees' enthusiasm and work motivation within an organization. If employees align with the organizational culture of the company, this will enhance their work motivation (Mutiaras et al., 2022).

Organizational Culture on Employee Performance

Organizational culture has the ability to shape employees' commitment to the company and bind them to their duties and functions within the company. Therefore, organizational culture has an impact on employee performance. In addition, the study also shows that the existence of a good organizational culture can improve employee performance in a positive direction. Overall, this study concludes that organizational culture has a positive and significant influence on employee performance (Mutiaras et al., 2022).

Work Motivation on Personnel Performance

The results of the study indicate that work motivation influences personnel performance. According to the study (Mutiaras et al., 2022), employees will be motivated to perform their tasks well if they have strong motivation, whether it comes from within themselves or from outside, such as motivation provided by the company. Ultimately, this motivation or stimulus will have an impact on good performance, and vice versa.

Transformational Leadership on Personnel Performance Through Work Motivation

The results of the study indicate that transformational leadership does not influence personnel performance through work motivation. This is also in line with (Fadilah et al., 2023), who stated that even though leaders have demonstrated transformational behaviors such as providing inspiration, individual support, and fostering collective work spirit, these behaviors do not necessarily increase work motivation that impacts personnel performance. It is possible that personnel work motivation is more influenced by other factors such as financial incentives, working conditions, job

security, or interpersonal relationships, rather than by the leadership style of superiors. In this context, the presence of visionary or inspirational leaders is insufficient to significantly enhance work motivation.

Organizational Culture on Personnel Performance Through Work Motivation

Research findings indicate that organizational culture influences personnel performance through work motivation. Organizational culture can be defined as a pattern of behavior and problem-solving accepted by an organization, which shapes employees and enables them to adapt to the environment and unite within an organization. Meanwhile, motivation is what influences human behavior to work enthusiastically and diligently to achieve optimal results. From the above discussion, it can be concluded that if the organizational culture accepted by an organization can influence specific aspects of the goals of individual employees, this can enhance their motivation to work, thereby improving their performance (Mutiarra et al., 2022).

6. Conclusions

Based on the findings, this study concludes that transformational leadership does not have a significant impact on personnel performance, either directly or indirectly through work motivation. In contrast, organizational culture and work motivation were found to have a positive and significant influence on personnel performance. Moreover, work motivation mediates the relationship between organizational culture and performance, indicating that a strong and supportive culture can enhance personnel motivation, which in turn improves overall performance. These results highlight the pivotal role of organizational culture and intrinsic motivation in fostering optimal performance among military personnel.

For future research, it is recommended to include additional variables that may contribute to a more comprehensive understanding of performance determinants, such as work environment, competence, or job satisfaction. Expanding the scope of the study across different military branches or organizational contexts could also enhance the generalizability of the findings. Furthermore, future studies may adopt longitudinal or mixed-method approaches to capture the dynamic interactions between leadership, motivation, and culture over time, providing deeper insights into how these factors collectively shape personnel performance.

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