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# THE INFLUENCE OF ORGANIZATIONAL CULTURE, TRANSFORMATIONAL LEADERSHIP AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE

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#### Abstract

This study aimed to determine the relationship between work motivation, transformational leadership, organizational culture, and employee performance at PT Indolakto Pasuruan. The data of this study used quantitative methods obtained through questionnaires distributed to 84 respondents, consisting of production employees, and the analysis was carried out using the SEM-PLS method. This study concluded that organizational culture and transformational leadership style directly and significantly influence work motivation and employee performance. Mediation analysis showed that work motivation mediates the relationship between organizational culture and transformational leadership style with employee performance. This finding supports the managerial strategy of PT Indolakto Pasuruan to improve employee performance, requiring the implementation of a work culture through core values by enforcing work discipline for its employees and transformational leadership that provides an ideal influence for its employees by being a role model, having high integrity, and submitting to and complying with all rules.

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#### INTRODUCTION

Human resources are critical to organizational productivity, ensuring efficient operations and achieving strategic goals. Therefore, skills and expertise are essential for managing and directing human resources to achieve high productivity and organizational goals. (Rosita et al., 2024)In today's highly competitive business environment, workplace challenges are continually changing due to evolving regulations and shifting organizational demands. Therefore, it is essential for companies to have outstanding human resources to manage increasing competitive pressures successfully.

One of the companies currently facing competitive pressure is PT. Indolakto Pasuruan. PT. Indolakto Pasuruan operates as a national industry with domestically owned capital, aiming to contribute to the education of the country's youth. Its mission is to provide exceptional products that are halal, nutritious, high-quality, safe, and easily accessible. In the face of intense competition, PT. Indolakto Pasuruan consistently implements various strategies to improve its operational performance.

This matter is of concern to the management at PT. The Indolakto Pasuruan factory emphasizes enhancing employee performance, particularly among production staff. Below is the performance data for production employees at PT Indolakto Pasuruan, which has been gathered through the KPI (Key Performance Indicator) from 2021 to 2023:

Table 1.
KPI Data for Production Employees for the Period 2021-2023

	2021		2022		2023	
Parameter	Target (%)	Realization (%)	Target (%)	Realization (%)	Target (%)	Realization (%)
Production achievements	85	67	89	84	93	90
Downtime	0,5	0,7	0,5	0,8	0,5	0,6
Number of product complaints	0,1	0,2	0,1	0,3	0,1	0,2
Total Losses	0,4	0,6	0,4	0,5	0,4	0,7
Employee productivity (tons)	340	265	350	346	360	348

Source: PT. Indolakto Pasuruan-processed, 2025

According to the information presented in Table 1, it is evident that nearly all KPI parameters have not aligned with the company's expectations, as the target set has not been achieved; this suggests an issue with the effectiveness of staff members in the production division of PT Indolakto Pasuruan. Establishing organizational culture is essential to enhancing employee performance, as it is a crucial element that can enhance employee performance. Organizational culture is also an indicator of employee performance because creating an organization accompanied by a culture that supports improving individual performance is a necessity. Organizational culture is closely related to how employees interpret a company's cultural characteristics or customs, not whether they like them. Organizational culture supports positive employee behavior when managed well, resulting in a productive work environment. A productive work environment can also foster high performance within an organization. (Opoku et al., 2022). The impact of organizational culture on employee performance has been the subject of numerous prior studies. In their research, Mahkota et al., (2017), Bilqisa et al., (2023), Kokiroba et al., (2021), Opoku et al., (2022), Chairuddin & Mattunruang, (2025), Arisanti et al., (2024) and Mahendra et al., (2021) Determined that employee performance is influenced by organizational culture. Mewahaini & Sidharta, (2022) Demonstrated an alternative conclusion, stating that organizational culture does not influence employee performance.

Transformational leadership focuses on leaders' ability to inspire and motivate followers through a powerful and charismatic vision. Transformational leaders strive to raise followers' awareness of collective values and help them reach their full potential. This type of leader cares not only about short-term results but also about the individual development of team members and positive

change within the organization (Nafal et al., 2024). Prior research has examined the impact of transformational leadership style on employee performance in various studies, including those by Tucunan et al. (2014), Mahkota et al. (2017), Gynolla & Saragih (2021), Qalati et al. (2022), Khan et al. (2020), Sulastri & Azmi (2023), and Gunawan et al. (2022). All of this suggests that employee performance is positively impacted by transformational leadership. Nevertheless, Satria (2021) found that the transformational leadership style does not significantly impact the performance of employees.

The results of previous studies on the influence of transformational leadership and organizational culture on employee performance show inconsistent results, meaning that there is still a gap; therefore, the researcher highlights the lack of research. As a result, the motivation variable is included as a mediating variable to be important. All factors that can arouse desire, passion, and energy in a person so that they can influence, direct, and maintain behavior to achieve the desired goals are called work motivation. (Firanti et al., 2021). The results of research conducted by Azizah & Fauzi, (2021), Nurcahyo & Indradewa, (2022), Naibaho & Wijon, (2022), Yunita & Hidayat, (2020), Sutoro, (2020) and Darma & Purwana, (2025) Previous studies examining the influence of organizational culture on employee work motivation have concluded that organizational culture can influence employee work motivation.

A leader's personality and leadership style are closely related to employee work motivation. An arrogant leader will make employees feel uncomfortable and even leave their jobs. Conversely, a leader with a positive leadership style that inspires and motivates employees will make them feel comfortable at work and contribute positively to the company. (Yohana et al., 2023). This is in line with the results of previous studies conducted by Kartawidjaja, (2020), Yohana et al., (2023), Sudirman et al., (2024) and Anandari et al.,(2023) This conclusion shows that transformational leadership positively influences employee work motivation.

Employee motivation is crucial for a company because it can motivate individuals to perform optimally. Motivation is a potential force within an individual that can develop on its own or be influenced by various external factors, both material and non-material. Depending on the situation and conditions, it can positively or negatively impact performance. (Esisuarni et al., 2024). In accordance with the results of previous studies that have examined the impact of work motivation on employee performance, conducted by Fauziah et al., (2020), Fahriana, (2022), Pratiwi & Satrya, (2023), Supriatna et al., (2024), Ikhsan & Supartha, (2023), Dewi & Suwandana, (2024) and Rozi et al., (2024). All of these studies concluded that work motivation significantly influences employee performance.

Based on the phenomena and findings of previous studies, it is important to examine the influence of organizational culture and transformational leadership style on employee performance, with work motivation as an intervening variable (case study at PT Indolakto Pasuruan, East Java).

Organizational culture is the framework for interactions between members and external parties. This framework consists of values, norms, and rules that form the basis of members' thinking and behavior. (Opoku et al., 2022). According to Bogale & Debela, (2024). Organizational culture is a system of values, beliefs, assumptions, or norms that have long been in effect, agreed upon, and followed by members of an organization as a guideline for behavior and solving problems in the organization. The practical implementation of organizational culture can enhance employee performance. A robust organizational culture fosters motivation among employees, encouraging them to leverage the opportunities presented by their organization to the fullest. A strong culture is capable of propelling the organization towards improved development. (Cao et al., 2025).

The results of previous studies examining the influence of organizational culture on employee performance were conducted by Mahkota et al., (2017), Bilqisa et al., (2023), Kokiroba et al., (2021), Opoku et al., (2022), Chairuddin & Mattunruang, (2025), Arisanti et al., (2024) and Mahendra et al., (2021) All of these studies concluded that organizational culture is a factor that significantly

influences employee performance. In accordance with the theory and conclusions of previous studies, the research hypothesis is formulated as follows:

H<sub>1</sub>: Organizational culture plays an important role in improving employee performance.

Moreover, within an organization, a crucial element in enhancing employee performance is the presence of a leader capable of steering the organization and its members towards attaining their goals. As stated by Qalati et al., (2022)Transformational Leadership refers to a process in which leaders and their followers work together to improve and develop their moral values and motivation. Essentially, transformational leadership embodies values, beliefs, and needs that embrace change as a new form of advancement. The indicators referenced by the author are based on the theory proposed by Sha et al., (2020), which posits that the transformational leadership variable acts as an independent variable and comprises four indicators: Encouraging motivation, fostering consensus, stimulating critical thinking, and providing personalized attention.

According Tucunan et al., (2014), Mahkota et al., (2017), Gynolla & Saragih, (2021), Qalati et al., (2022), Khan et al., (2020), Sulastri & Azmi, (2023) and Gunawan et al., (2022). Transformational leadership has a beneficial impact on employee performance. In accordance with the theory and empirical evidence from prior researchers, the research hypothesis is formulated as follows:

H<sub>2</sub>: Transformational Leadership Style influences employee performance.

A constructive and encouraging organizational culture frequently stimulates work motivation. A strong organizational culture can foster a nurturing work environment, allowing employees to feel valued, cultivate a feeling of belonging, and be motivated to excel in their performance. Work motivation is any factor that ignites an individual's passion, desire, and energy, which can influence, guide, and sustain behavior towards achieving set goals. (Havidz & Mujakiah, 2023). According to McClelland's achievement motivation, work motivation has indicators, including a person's drive to achieve, drive to affiliate, and drive to empower (Ridho, 2020). Previous research conducted by Azizah & Fauzi, (2021), Nurcahyo & Indradewa, (2022), Naibaho & Wijon, (2022), Yunita & Hidayat, (2020), Sutoro, (2020) and Darma & Purwana, (2025), who tested the influence of organizational culture on work motivation, concluded that organizational culture influences employee work motivation. Based on the conception and findings from empirical investigations conducted by earlier scholars, the research hypothesis is as follows:

H<sub>3</sub>: The culture within an organization plays a crucial role in shaping work motivation.

Motivation at work is closely related to a leader's personality or leadership style. An arrogant leader will make employees feel uncomfortable and even leave their jobs. Conversely, a leader with a positive leadership style that inspires and motivates employees will make them feel comfortable at work and contribute positively to the company. (Yohana et al., 2023). Several prior studies examining the impact of transformational leadership style on work motivation were carried out by Kartawidjaja, (2020), Yohana et al., (2023), Sudirman et al., (2024) and Anandari et al., (2023) all of which determined that transformational leadership style positively affects employee work motivation. Drawing from the theoretical framework and findings of earlier researchers, the research hypothesis is articulated as follows:

H4: The transformational leadership style greatly influences work motivation.

Motivation is a potential force within an individual, which can develop on its own or be influenced by various external factors, both material and non-material, which can positively or negatively impact performance depending on the situation and conditions encountered (Esisuarni et al., 2024). Numerous earlier research looking into how work motivation affects employee performance were carried out by Fauziah et al. (2020), Fahriana (2022), Pratiwi & Satrya (2023), Supriatna et al. (2024), Ikhsan & Supartha (2023), Dewi & Suwandana (2024), and Rozi et al. (2024), all of which concluded that work motivation significantly influences employee performance. Based on the theoretical framework and previous research results, the research hypothesis is formulated as follows: H<sub>5</sub>: Motivation at work has a strong influence on employee performance.

Previous empirical research that emphasizes the connection between work culture and employee motivation serves as the foundation for analyzing how the culture within an organization influences employee performance by impacting their motivation to work. Studies that were carried out by Azizah & Fauzi, (2021), Nurcahyo & Indradewa, (2022), Naibaho & Wijon, (2022), Yunita & Hidayat, (2020), Sutoro, (2020) and Darma & Purwana, (2025) who tested the influence of organizational culture on work motivation. Then the role of motivation in work on employee performance, as investigated by Fauziah et al., (2020), Fahriana, (2022), Supriatna et al., (2024) and Rozi et al., (2024). All of these studies concluded that work motivation significantly influences employee performance. Drawing based on the empirical results of previous researchers, the research hypothesis is expressed as follows:

H<sub>6</sub>: Work motivation mediates the influence of organizational culture on employee performance

The findings of earlier empirical studies on the connection between work motivation and transformational leadership style establish the basis for investigating how this style influences performance through work motivation, conducted by Kartawidjaja, (2020), Yohana et al., (2023), Sudirman et al., (2024) and Anandari et al., (2023) all of which determined that transformational leadership style positively affects employee work motivation. Additionally, how work motivation affects employee performance, as investigated by Fauziah et al., (2020), Fahriana, (2022), Supriatna et al., (2024) and Rozi et al., (2024). All of these studies concluded that work motivation significantly influences employee performance. Drawing based on the empirical results of previous researchers, the research hypothesis is expressed as follows:

H<sub>7</sub>: Work motivation mediates the influence of transformational leadership on employee performance.

By looking at the existing phenomena and previous empirical studies, organizational culture and transformational leadership can ideally increase work motivation, which impacts employee performance. From the description presented, the conceptual framework of this study is depicted in Figure 1 below:

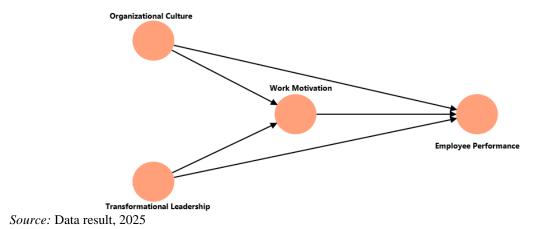


Figure 1. Research framework

#### RESEARCH METHODS

The research method used in this study is quantitative and employs an explanatory research approach. Respondents include all full-time staff members within the production department of PT Indolakto Pasuruan, totaling 525 individuals. The sample size for this study was 84 individuals. The researchers used the Proportional Random Sampling technique, which involves randomly selecting samples from each specified region in proportion to the number of individuals in each area, ensuring

balanced representation. The operational variables related to this study are presented in the table below.

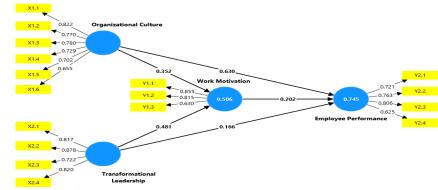
Table 2. Identification of Research Variables

Research Variables	Indicator	Source	
Organizational Culture	Discipline		
_	Integrity	(Nurcahyo & Indradewa,	
	Respect	2022)	
	Unity		
	Excellence		
	Innovation		
Transformational	Inspirational motivator	(Nafal et al., 2024)	
Leadership	Ideal influence or charisma of the leader		
-	Intellectual stimulation or mental trigger		
	Personal consideration		
Work Motivation	The need to achieve	(Ridho, 2020)	
	The need to expand social circles		
	The need for power		
Employee Performance	Quality of work	(Qalati et al., 2022)	
•	Quantity of work	, ,	
	Execution of tasks		
	Responsibility		

Source: Data Result, 2025

In this research, every response to the instrument is evaluated in the following manner: 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree. The analytical tool employed for data analysis is Partial Least Squares SEM, an analysis used to develop or predict an existing theory. This study uses PLS structural model analysis assisted by SmartPLS 4.0 software. Structural model analysis has several stages: 1) Formulating a structural model theory, 2) Outer model analysis, 3) Inner model analysis, and 4) Hypothesis testing.

#### RESULTS AND DISCUSSION



Source: Primary data is processed, 2025

Figure 2. Testing of The Outer Model (Measurement Model)

Figure 2 illustrates the results of data analysis. The outer model test (measurement model) conveys the reliability and validity of the research variables. Three criteria are used to assess the outer model: convergent validity, composite reliability, and discriminant validity. By examining the outer loading of each variable indicator, convergent validity assesses the degree to which a reflective

indicator accurately represents a variable. An indicator is deemed reliable if its outer loading value exceeds 0.60. The outcomes of the convergent validity test are displayed below:

Table 3. Convergent Validity Results

	Organizational Culture	Leadership Style Transformational	Employee performance	Work motivation
Discipline	0,822	11 ansioi mationar	periormanee	
Integrity	0,770			
Respect	0,780			
Unity	0,729			
Excellence	0,702			
Innovation	0,655			
Inspirational moti	vator	0,817		
Ideal influence or	charisma of	0,878		
the leader		0,878		
Intellectual stimul	ation or mental	0,722		
trigger		0,722		
Personal considera	ation	0,820		
The need to achiev	ve			0,855
The need to expan	nd social			0,815
circles				
The need for power	er			0,630
Quality of			0,721	
work			0,721	
Quantity of			0,763	
work			0,703	
Execution of			0,806	
tasks			0,800	
Responsibility			0,625	

Source: Primary Data Is Processed, 2025

Discriminant validity refers to how an indicator can distinguish itself when assessing the instrument's construct. One can utilize Average Variance Extracted (AVE) to evaluate discriminant validity as stated by Hair et al. (20170, the minimum acceptable value for AVE surpasses 0.5. The results of the Average Variance Extracted evaluation are outlined below:

Table 4.
Average Variance Extracted (AVE) Outcomes

Variables	Average variance extracted (AVE)
Organizational Culture	0,555
Transformational Leadership Style	0,658
Work motivation	0,535
Employee performance	0,598

Source: Primary Data Is Processed, 2025

His unidimensionality assessment is conducted through composite reliability. For both indicators, the threshold value is set at 0.7. The outcomes of the composite reliability assessment are presented below:

Table 5.
Composite Reliability Outcomes

Variables	Composite Reliability
Organizational culture	0,912
Transformational leadership style	0,861
Work motivation	0,833

Variables	Composite Reliability		
Employee performance	0,714		

Source: Primary Data Is Processed, 2025

Analysis of the assessment regarding the testing of the structural model, commonly known as the Inner, involves analyzing the R2 value of the latent variable through the Geisser Q Square test, followed by an assessment of the structural path coefficient's magnitude. Furthermore, the t-statistic test, which is obtained from the bootstrapping process, is utilized to evaluate the stability of the estimate for the structural path coefficient.

The inner model is assessed with cross-validation redundancy, as indicated by Q Square, and according to Hair et al. (2016), a value exceeding zero is considered acceptable. The outcomes of the Inner Model computations are presented in Table 6.

Table 6.
The Predictive Power of Construct.

	R-square
Employee performance	0,745
Work motivation	0,506

Source: Primary Data Is Processed, 2025

Based on the computation results displayed in Table 6, the model's viability was assessed using the overall determination coefficient  $(Q^2)$ . Q-square evaluates how well the model generates the observed values and its parameter estimates. It is predictively relevant if the model's Q-squared value is higher than zero (0). Conversely, a Q-square value below zero (0) suggests that the model's predictive utility has declined. The Q-squared value is determined using the following formula:

$$Q^2 = 1 - (1 - R_1^2) * (1 - R_2^2)$$

The computation of Q-square utilizing the R-square data from the three models mentioned above can be performed in the following manner:

 $Q^2 = 1 - (1-0.7452) \times (1-0.5062)$ 

 $Q^2 = 1 - (0,445) \times (0,744)$ 

 $Q^2 = 1 - (0.331)$ 

 $O^2 = 0.669$ 

Based on the Q-square (Q2) calculation, 66.9 percents was attained, signifying that the developed model has a predictive relevance value or a significant degree of accuracy in its forecasts. The detailed results of the hypothesis testing are displayed in Table 7.

Table 7.
Summary of Research Findings

Hypothesized path	Path coefficient	CR	P values
Organizational Culture -> Employee Performance	0,630	7,928	0,000
Organizational Culture -> Work Motivation	0,352	4,265	0,000
Transformational Leadership Style -> Employee Performance	0,166	2,086	0,037
Transformational Leadership Style -> Work Motivation	0,481	6,557	0,000
Work motivation -> Employee performance	0,202	2,479	0,013

Source: Primary Data Is Processed, 2025

Table 7 clearly shows that company culture affects both work motivation and personnel performance. Transformative leadership also impacts employee motivation and performance. Table 8 thoroughly examines how corporate culture and the transformational leadership style influence employee performance by mediating work motivation.

Table 8.
Indirect Test Results

Hypothesized path	Path coefficient	CR	P values
Organizational culture -> work motivation -> employee performance	0,071	2,165	0,030
Transformational leadership style -> work motivation -> employee performance	0,097	2,194	0,028

Source: Primary Data Is Processed, 2025

Table 8 clearly illustrates that the influence of corporate culture and transformational leadership on employee performance can be diminished by job motivation. The research findings suggest that the development of corporate culture directly affects employee performance. A well-implemented culture, such as one that emphasizes discipline where employees follow company policies and are punctual, plays a significant role in enhancing worker performance, as demonstrated by their ability to complete tasks effectively. This conclusion supports earlier studies conducted by Bilqisa et al., (2023), Kokiroba et al., (2021), Opoku et al., (2022), Chairuddin & Mattunruang, (2025) and Mahendra et al., (2021). Also established that organizational culture influences employee productivity.

In addition to organizational culture, employee productivity is further influenced by transformational leadership style. This indicates that leaders who adopt transformational leadership demonstrate idealized influence. Such leaders act as role models, motivating their subordinates through their integrity and commitment to established guidelines, which helps improve employee performance. This finding is consistent with early research by Gynolla & Saragih, (2021), Qalati et al., (2022), Khan et al., (2020), Sulastri & Azmi, (2023), and Gunawan et al., (2022), showing that transformational leadership has a significant impact on worker performance.

The findings of the analysis reveal that employee work motivation is influenced by corporate culture. The investigation shows that employee motivation is affected by organizational culture. This finding suggests that a more effective implementation of organizational cultures, especially those emphasizing discipline such as adherence to company rules and punctuality, boosts employee motivation, as reflected by the need for achievement, which includes the desire to succeed and the drive to outperform peers. This study's results align with the research who examined the impact of organizational culture on work motivation., Sutoro, (2020) and Darma & Purwana, (2025), who tested the influence of organizational culture on work motivation.

The analysis also shows that transformational leadership impacts work motivation. This suggests that effective implementation of transformational leadership, marked by idealized influence where leaders act as role models and inspire their followers to maintain high integrity and follow established rules, helps improve employee motivation. This motivation is reflected in the need for achievement, which includes the desire to succeed and the determination to outperform others. The results of this research support earlier findings studies, including one conducted by Kartawidjaja, (2020), Yohana et al., (2023), Sudirman et al., (2024) and Anandari et al., (2023) All of these studies determined that transformational leadership positively affects employee work motivation.

Employee performance is significantly influenced by workplace motivation. This suggests that higher employee motivation results in better outcomes. The need for achievement is a crucial factor, as it includes the desire and passion to succeed and the drive to outperform others, all of which improve employee performance through effective task management. The results of this study support previous research, Fauziah et al., (2020), Fahriana, (2022), Supriatna et al., (2024) and Rozi et al., (2024), all of which concluded that work motivation significantly influences employee performance.

The relationship between employee performance and corporate culture is mediated by work motivation. This finding suggests that a more effective implementation of organizational culture at PT Indolakto Pasuruan will positively influence employee work motivation, thereby enhancing the performance of employees. The results of this research offer further validation for the studies

conducted by Azizah & Fauzi, (2021), Nurcahyo & Indradewa, (2022), Naibaho & Wijon, (2022), Yunita & Hidayat, (2020), Sutoro, (2020) and Darma & Purwana, (2025), who tested the influence of organizational culture on work motivation. Then the role of motivation in work on employee performance, as investigated by Fauziah et al., (2020), Fahriana, (2022), Supriatna et al., (2024) and Rozi et al., (2024) All of these studies concluded that work motivation significantly influences employee performance.

The motivation of employees is influenced by the transformational leadership style, which acts as a mediator in enhancing performance. This discovery suggests that applying transformational leadership is focused on idealized influence. Leaders serve as role models, encouraging their subordinates to uphold high integrity, adhere to established guidelines, and actively contribute to boosting employee motivation, thereby positively impacting performance. The findings of this research corroborate the studies conducted by Kartawidjaja, (2020), Yohana et al., (2023), Sudirman et al., (2024) and Anandari et al., (2023) All of these studies determined that transformational leadership positively affects employee work motivation. Additionally, how work motivation affects employee performance, as investigated by Fauziah et al., (2020), Fahriana, (2022), Supriatna et al., (2024) and Rozi et al., (2024), all of these studies concluded that work motivation significantly influences employee performance.

## CONCLUSION DAN RECOMMENDATION

Employee performance is influenced by company culture and transformational leadership, according to the findings of the analysis. This indicates that PT Indolakto's increased use of transformational leadership and organizational culture positively affects worker performance. Additionally, enhancing employee engagement at work is also affected by transformational leadership and organizational culture. This suggests that better implementation of organizational culture and transformational leadership will likely boost employee motivation. Furthermore, work motivation is a key factor influencing employee performance. This means that the performance of PT Indolakto employees should improve as their motivation levels increase. Finally, work motivation impacts the relationship between organizational culture, transformational leadership, and employee performance at PT Indolakto Pasuruan.

Implications of this research on Goal Setting theory highlight its role in determining how mechanisms contribute to company performance through organizational culture, leadership approach, and job motivation. This indicates that employee behavior at PT Indolakto Pasuruan results in highquality work outcomes, productivity, and effective task execution. Evidence of this includes punctuality, meeting deadlines consistently, and prioritizing tasks efficiently to ensure timely completion—all influenced by organizational culture through core values such as discipline, integrity, respect, unity, excellence, and innovation. For PT Indolakto Pasuruan's management, it is vital to strengthen work culture implementation by promoting these core values and enforcing work discipline among employees. Additionally, fostering transformational leadership that serves as a model demonstrating high integrity and strict adherence to regulations—is crucial. For future research on this topic, it's recommended to investigate variables not covered here, such as job satisfaction, organizational commitment, and work environment, to develop a more comprehensive understanding. This can be achieved through leadership development programs for managers, including effective leadership training, leadership practices, coaching, production management, manufacturing performance management, and time management. Furthermore, future studies should explore mediating variables like job satisfaction, employee commitment, and work environment, analyzing their impact to produce more thorough research.

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