

The Effect of Organizational Culture and Leadership on Employee Performance with Motivation as a Mediating Variable in the Era of Industry 4.0 at PT.Toray International Indonesia

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ABSTRACT :

This study aims to 1) analyze the influence of organizational culture and leadership on employee motivation of PT Toray Internasional Indonesia. 2) analyze the influence of organizational culture and leadership on employee performance of PT Toray Internasional Indonesia. 3) analyze the effect of work motivation on employee performance of PT Toray Internasional Indonesia. 4) To analyze the influence of organizational culture and leadership on employee performance through work motivation. The research was conducted at PT Toray Internasional Indonesia with a research sample of 52 respondents. The sampling technique used saturation technique. The data analysis method uses path analysis. The results showed that: 1) there is a positive and significant influence both partially and simultaneously between organizational culture and leadership on employee motivation, 2) there is a positive and significant influence both partially and simultaneously between organizational culture and leadership on employee performance, 3) there is a positive and significant influence between motivation on employee performance, 4) organizational culture and leadership factors affect employee performance through motivation within PT Toray Internasional Indonesia. This also states that the work motivation factor functions or acts as an intervening variable.

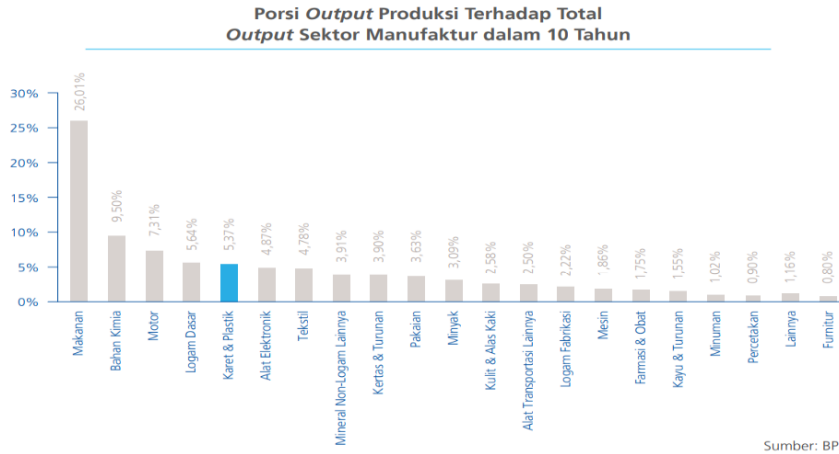
Keywords: *organizational culture, leadership, motivation and employee performance*

INTRODUCTION

. Along with the growth of the human population in Indonesia around 277 million according to worldmeters data in July 2023, Indonesia occupies the 4th most populous country in the world. The first position of India is around 1.43 billion people, followed by China 1.42 billion people, and the United States 340.13 million people.

So the development of the food and beverage business in Indonesia has also increased, this business is inseparable from the packaging business in Indonesia. According to Researchgate data, plastic consumption in Indonesia includes drinking water bottle packaging (rigit) plastic 34.88%, flexible plastic packaging 33.26%, automotive 22.09%, building 5.35%, electronics 4.42%.

Plastic products for packaging in Indonesia continue to increase every year with an estimated increase of 4.65%.



Graph In the past 10 years, the production output of plastics ranks fifth after basic metals, motors, chemicals, and food.

Toray group is a multinational company originating from Japan. Toray group has many segment fields in the world, the following is attached to the network of Toray group companies in the world.

Global network of Toray International Group



Figure 1Toray Group's Worldwide Network (Company Profile PT. Toray International Indonesia 2023)

For the Toray group network in Indonesia, there are 14 companies, here is a picture of the Toray company network in Indonesia.

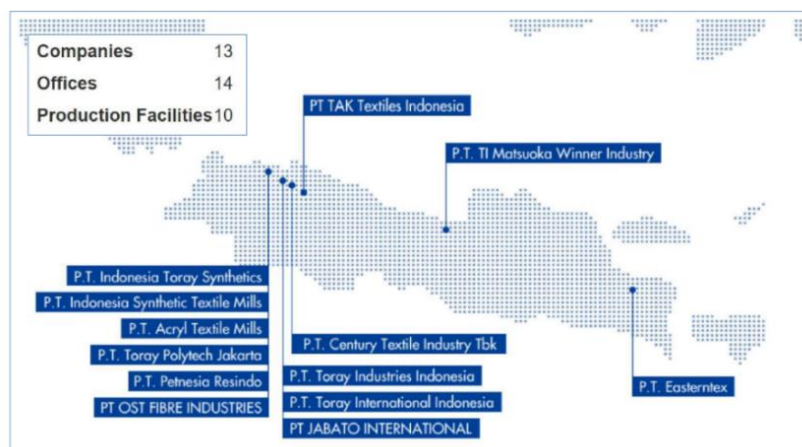


Figure 2 Toray Group Network across Indonesia (Company Profile PT. Toray International 2023)

PT Toray International was established in April 1996 under the name PT Toray Trading Indonesia. As part of the Toray Group with a share ownership composition of 70% from Toray Industries Inc. and 30% from Toray International, Inc. In 2012 there was a change in the composition of share ownership to 70% from Toray International, Inc. and 30% from Toray Industries, Inc. With this change, as of September 2011 the name of PT Toray Trading Indonesia changed to PT Toray International Indonesia.

With our philosophy of “Future Growth Through Global Operation” we support the business of all our customers in Indonesia and overseas. With more than 80 years of experience and Toray Group's proprietary technology, we produce quality products such as Fiber & Textiles, Performance Chemicals, Carbon Fiber Composite Materials, Environment & Engineering, Life science.

Products and materials from 6 business segments of PT Toray International Indonesia that stand out include: Fibers & Textiles, Plastics & Chemicals, IT-related Products, Composite Carbon Fiber Materials, Environment and Engineering, and Life-supporting Science and Other Businesses.

In relation to the discussion of PT Toray Internasional Indonesia's business method is strategic planning used to monitor and evaluate the company's environment both external and internal environments for a business purpose, involving variables of organizational culture, leadership, employee performance and motivation. Where in the study conducted using the concept of Industrial Revolution 4.0 as the basis of analysis. The Industrial Revolution 4.0 is defined as a transformation phenomenon of all production lines in the industry that collaborates cyber technology and automation technology. The concept of implementing the industrial

revolution 4.0 centers on automation assisted by information technology in the application process. As a result, the involvement of human labor can be reduced, but on the other hand, humans or labor are used as the driving force of each stage of work.

Organizational culture here becomes a unique identity that distinguishes one organization from another, so it is an important key for companies that want quality employee retention. As the dominant values that are disseminated in the organization that serve as the employee's work philosophy that guides the organization's policies in managing its employees and consumers. A strong organizational culture is one in which the core values of the organization are intensively held and widely shared by members of the organization.

Employees of PT Toray Internasional Indonesia implicitly still do not understand the organizational culture that has been established by the organization. The organizational culture that PT Toray Internasional Indonesia applies refers to the concept of Kaizen organizational culture (Japanese work culture). This concept is essentially a work culture that means continuous improvement and development. Kaizen is a business philosophy that developed in the 1950s. Kaizen emphasizes small, incremental changes that are routinely made to produce larger changes.

In general, PT Toray Internasional Indonesia applies Kaizen-like principles in Japanese work culture, among others: Focusing on one percent improvement every day, small changes are easier to implement than big changes, optimizing costs and time in producing high quality products, high commitment to work and completed on schedule and the organization applies the "on time" rule for its workers.

The success of a company or organization always requires a leader. There will be no one who dares to mobilize and lead the management process if the management system is not functioning. Leadership is an important component of a company's management system. Studies show that leadership is very important to improve the competitiveness of the company. This is supported by Rahardja (2020), leadership is the ability to influence and change the culture of a group of employees in the organization to be in line with the organizational culture to achieve success in implementing the organization's vision. The way a leader influences his subordinates to do or try more to achieve organizational goals is known as leadership.

Leadership can have an impact on employee performance, which in turn can affect company performance. Proper leadership can encourage employee morale, creativity, and performance. Some of the factors that influence employee performance include job quality, salary, and supportive working conditions. Research shows that leadership has a positive effect on employee performance. Furthermore, to increase work motivation in an organization which is very important to note because it is a work motivation owned by employees to carry out their duties as expected by superiors. With the existence of work motivation, a job becomes more perfect. Motivation is one of the efforts to improve employee performance (Hasibuan, 2019: 141). Motivation and achievement are two constructive and correlative elements. Both require each other and cannot be separated from the other. Employee work performance will be low if they do not have the motivation to carry out the work. Conversely, if the employee has high motivation at work, it can produce high employee performance.

Literature Review

Drucker quoted by Tika (2015: 4) “the organizational culture is the body of solutions to external and internal problems that has worked consistently for a group and that is therefore taught to new members as the correct way to perceive, think about and feel in relation to those problems” (organizational culture is the principal solution to external and internal problems whose implementation is carried out consistently by a group which then passes on to new members as the right way to perceive, think about, and feel about related problems).

Meanwhile Wibowo (2016: 15), organizational culture as what workers perceive and how these perceptions create patterns, beliefs, values, and expectations. Furthermore, Mangkunegara (2015: 133) states that organizational culture is a set or assumptions or belief system, values and norms developed in the organization which are used as guidelines for behavior for its members to overcome the problems of external adaptation and internal integration. Armstrong (2015), organizational or corporate culture is a pattern of values, norms, beliefs, attitudes and assumptions that can be unarticulated, but shape and determine the way people behave and get things done.

Robbins (2021), suggests that organizational culture is the dominant values disseminated in the organization which is used as a work philosophy for employees which guides the organization's policies in managing its employees and consumers. According to Robbins (2021), a strong organizational culture is one in which the core values of the organization are intensively held and widely shared by members of the organization. From the opinions of experts, it can be concluded that organizational culture is a system of values, norms, beliefs that are mutually agreed upon and used as guidelines for employees in achieving organizational goals. Daniel R. Denison (1990) explains the indicators of measuring organizational culture using dimensions; involvement, consistency, adaptation and mission.

The leader is one of the quintessence of management, the main resource and the central point of every activity that occurs in an organization. How creative and dynamic a leader is in exercising his leadership authority will determine whether the organization's goals can be achieved or not. A dynamic and creative leader, the organization he leads will also be more dynamic and the activities that will be carried out will be more and more, so Hasibuan (2014: 43) states that a person's leader with his leadership authority directs his subordinates to do part of his work in achieving goals.

Anoraga quoted by Sutrisno (2019: 232), argues that leadership is the ability to influence others, through communication both directly and indirectly with the intention of moving people so that with full understanding, awareness and pleasure are willing to follow the will of the leader.

Basically, the success of a leader depends on his ability to influence others. Thoha (2020: 75), states that leadership is a process to influence the activities of a person or group in their efforts to achieve goals in certain situations, this understanding needs to be quoted, because this formulation does not at all mention that leadership must be associated with a particular organization. Leadership requires major attention because through good leadership we expect. The birth of qualified personnel in various fields

as thinkers, workers, the most important thing is that through education we prepare qualified personnel, personnel who are ready to train and ready to meet the needs of society.

Nawawi and Hadari (2016: 9), suggest that the leader is the person and leadership (leadership) is the activity. In connection with that for a while in terms of organization, leadership can be interpreted as the ability / intelligence to encourage a number of people (two or more people) to work together in carrying out activities directed at common goals. Meanwhile, Kartono (2015: 51) suggests that a leader is a person who has a certain superiority, so that he has the authority and power to move other people to make joint efforts to achieve certain goals.

Rivai (2016: 65), suggests that leaders are members of a group who are given a certain position and are expected to act according to their position. A leader is also someone in an association who is expected to use his influence to realize and achieve group goals. Further, Riduwan (2017:65) states that leadership is the technique of maturing the preparation of followers, the technique of interpersonal relationships, the technique of being a role model, the technique of persuasion and giving orders, the technique of using appropriate communication, and the technique of providing facilities. According to Sudriamunawar (2014:1), it is stated that a leader is someone who has certain skills that can influence their followers to work together towards the achievement of predetermined goals. Wahyudi (2019:123-124) states that in facing environmental changes, organizations need leaders who are critically responsive and courageous in making strategic decisions to achieve a competitive organization. A leader has strategies to direct and motivate subordinates to consciously engage in cooperation to achieve goals. The leadership behavior displayed in the managerial process consistently is referred to as leadership style. The leadership style refers to the characteristic way a leader behaves towards the group members. Thus, leadership style is how a leader behaves consistently towards subordinates as members of their group.

On the other hand, every worker should understand every change in the environment, especially the economic environment related to the company's core business. Thus, the understanding of artificial general intelligence can serve as a foundation for the leadership of every worker or employee. Artificial General Intelligence (AGI) is a theoretical AI research field that attempts to create software with human-like intelligence and the ability to learn independently. The goal is for the software to perform tasks that may not be specifically trained or developed. Each employee in their leadership spirit will be aided by mastering the AGI system. This can be used to solve problems in various domains, without being limited to a specific scope. With this mastery of AGI, employees can learn on their own and solve problems that arise from every change in a dynamic environment.

Motivation questions how to encourage subordinates' work enthusiasm, so they are willing to work hard, giving all their abilities and skills to realize the company's goals. That motivation is the driving force that causes an organizational member to willingly spend their time to conduct various activities that are their responsibility and fulfill their obligations in terms of achieving goals and various previously determined organizational targets (Sondang Siagian, 2014:138).

Motivation is something we do to people to make them move in a certain direction, not through threats or coercion but by promising rewards. Motivation is a representation of unmet needs that creates a state of tension or imbalance, causing individuals to move in a pattern directed at a goal to restore equilibrium by fulfilling needs (Hellriegel et al 2021).

Motivation is the inner drive in a person that causes that person to take action (Mathis R.L and J.H. Jackson, 2014: 89). According to (Hasibuan, 2016:80) Motivation comes from the Latin word "movere" which means "drive" or motivational force. Motivation is the driving force that causes an organizational member to be willing and willing to expend their abilities in the form of skills or expertise, time, and efforts to carry out various activities that are their responsibility and fulfill their obligations, in order to achieve the organization's predetermined goals and various objectives. Motivation refers to the internal and external forces in a person that arouse enthusiasm and resistance to carry out a series of specific actions. Employee motivation affects performance, and part of a manager's task is to channel motivation towards achieving organizational goals.

According to Hasibuan (2016), work motivation is the driving force that creates enthusiasm in a person so that they want to cooperate, work effectively, and integrate all their efforts to achieve satisfaction. A key motivating factor that causes people to work is the existence of needs that must be fulfilled. From the opinions of experts, it can be concluded that motivation is various efforts made by humans, of course, to fulfill their desires and needs. However, in order for their desires and needs to be met, it is not easily achieved without maximum effort. In fulfilling their needs, a person will behave according to the impulses they have and what underlies their behavior.

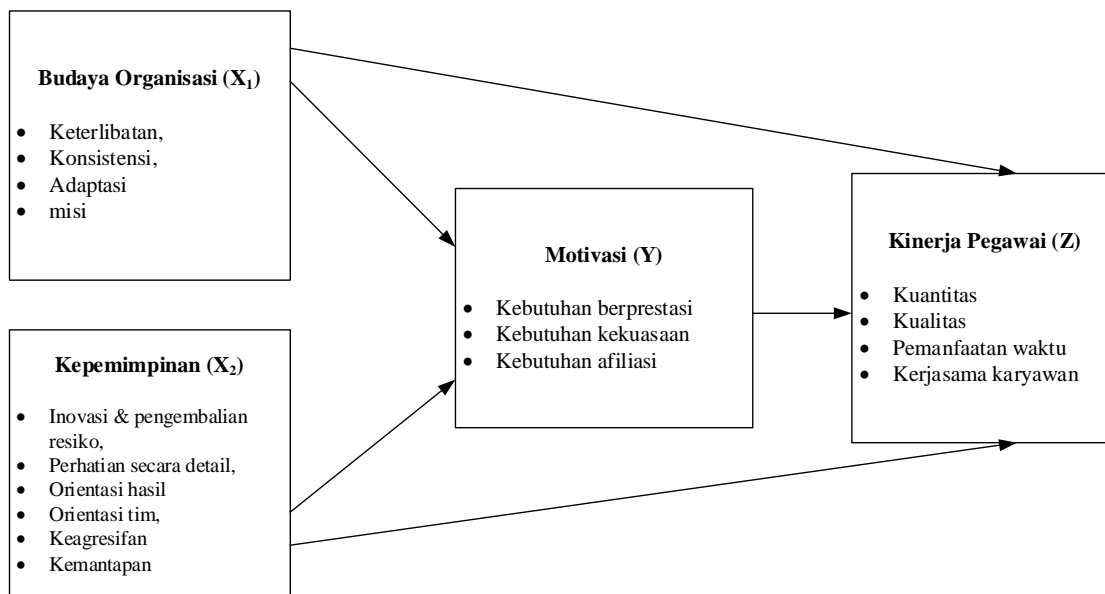
Mangkunegara (2015) states that the term performance comes from job performance or actual performance, which refers to the quality and quantity of work achieved by an employee in carrying out their tasks according to the responsibilities assigned to them. Meanwhile, Hasibuan (2014) explains that performance (work achievement) is the result of work that an individual achieves in carrying out the tasks assigned to them, based on competence, experience, dedication, and time. The definition of performance according to Siswanto (2022) states that performance is the quality and quantity of work achieved by an individual in carrying out the tasks and jobs assigned to them. Rivai (2016) mentions that performance is the actual behavior displayed by each person as a work achievement. The work results or activities of an employee in terms of quality and quantity within an organization aim to achieve goals in carrying out the tasks and jobs assigned to them.

The expected performance of employees by companies or organizations in the future is not only the ability to achieve both quantitative and qualitative work but also must possess intelligence that can respond to every change that occurs. In other words, every employee must be able to master artificial intelligence or Artificial Superintelligence (ASI) in achieving their performance. Artificial Superintelligence (ASI) is a hypothetical software-based artificial intelligence (AI) system with intellectual capabilities that surpass human intelligence. At the most fundamental level, this superintelligent AI possesses advanced cognitive skills and highly developed thinking abilities, surpassing those of humans.

Another concept in supporting employee performance is the Productivity Tree Model. The productivity tree model is one method for making short-term productivity planning using a productivity evaluation tree. This method relies on managerial decisions, particularly in identifying and testing possible alternatives and deciding which alternative should be pursued in setting total productivity targets in the future. Therefore, setting future productivity levels is not solely based on forecasting results using past data.

METHOD

Research Framework



According to Guswandi (2017:85) “The population is the entirety (Universe) of the research objects that can be humans, animals, plants, phenomena, values, events, lifestyles, and so on that become the focus of attention and source of research data.” Meanwhile, according to Sugiyono (2017:85), “The population is a generalization area consisting of objects or subjects that have certain qualities and characteristics applied by the researcher to be studied and then conclusions drawn.” The population in this research is all operational employees of PT. Toray International Indonesia, totaling 52. The reason for choosing this research object is the representation of the population as a research object with a background and research purpose. Due to the small population size of 52 employees, the sample is taken using a conducive method. Because the population size is small, namely 52 employees, the sample is taken using a conducive method, where the entire existing population is used as a sample.

Path analysis is an extension of multiple linear regression, or path analysis is the use of regression analysis to estimate causal relationships (causal model) between variables that have been predetermined based on theory (Ghozali, 2016:210). To address the formulation of the problem and test the hypothesis in this research, the author uses the path analysis model in identifying the connections between the variables that are the focus of discussion.

RESULTS AND DISCUSSION

1. The Influence of Suspected Organizational Culture and Leadership on Motivation

To illustrate the partial influence and regression value of each independent (exogenous) variable on the dependent (endogenous) variable can be seen in the table below.

Coefficient Value of Organizational Culture and Leadership Variables on Motivation

Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients		
	Model	B	Std. Error	Beta	t	Sig.
1	(Constant)	1.094	.921		1.188	.000
	Budaya organisasi	1.538	.079	1.638	19.462	.000
	Kepemimpinan	.570	.074	.651	7.731	.000

a. Dependent Variable: Motivasi

Figure 3 Source: processed from primary data, 2025

While looking at the partial hypothesis testing of each independent variable against the dependent variable, it can be seen from the T test (student's test) by comparing the probability sign value with the significance level of 0.05 or (Psig: 0.05). Based on the table above, the probability sign value for the organizational culture and leadership factors is 0.000, and when compared to 0.05, the probability sign value of these two factors is smaller than 0.05 or (0.000 < 0.05), thus H_0 is rejected and H_a is accepted. In other words, the organizational culture and leadership factors have a significant partial effect on employee work motivation. The model diagram for the substructure equation 1 can be seen in the following image.

Model Substructure 1

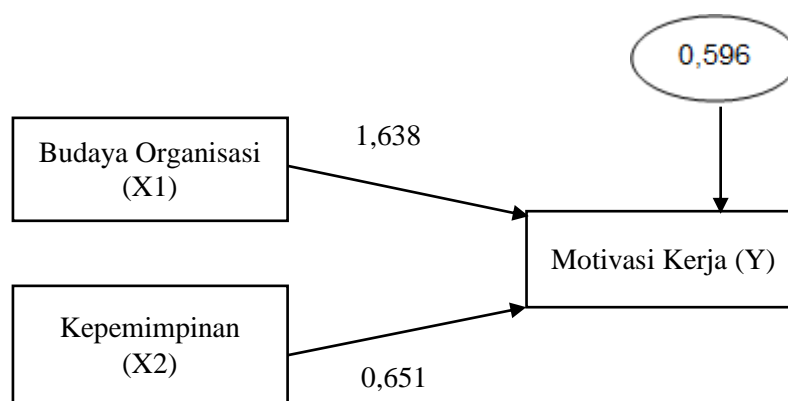


Figure 4 Source: Processed from primary data, 2025

2. The Influence of Suspected Organizational Culture, Leadership, and Motivation on Employee Performance

In this section, the influence between variables will be identified both simultaneously and partially. Overall, Substructure equation 2 reflects the relationship between organizational culture factors, leadership, and motivation on employee performance.

Value of the Regression Coefficient of Organizational Culture Variables, Leadership, and Motivation on Employee Performance

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	t
1	(Constant)	.350	.121		2.901
	Budaya organisasi	.113	.030	.116	3.758
	Kepemimpinan	.350	.014	.382	24.627
	Motivasi	.532	.018	.509	28.801

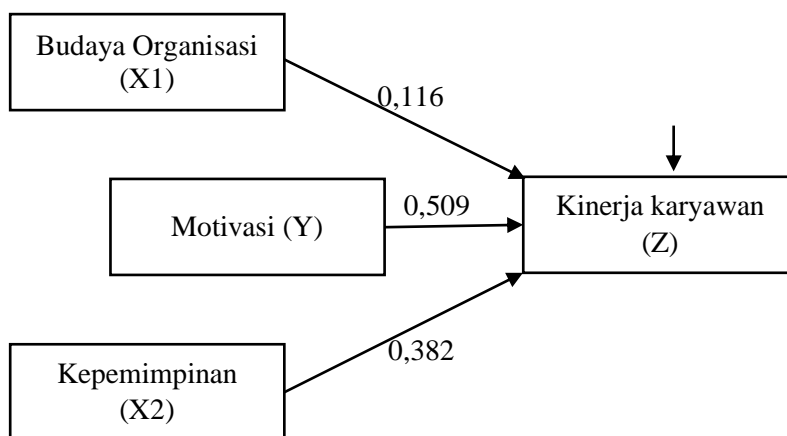
a. Dependent Variable: Kinerja Karyawan

Figure 5 Source: Processed from primary data, 2025

In the partial hypothesis testing, each independent variable against the dependent variable can be seen from the T test (student's test) by comparing the probability sign value with the significance level of 0.05 or (Psig: 0.05). Based on the table above, the probability sign value for organizational culture, leadership, and work motivation factors is 0.000 and when compared with 0.05, the probability sign value for these three factors is smaller than 0.05 or ($0.000 < 0.05$), thus H_0 is rejected and H_a is accepted. In other words, the factors of organizational culture, leadership, and work motivation have a significant influence on employee performance in a partial manner.

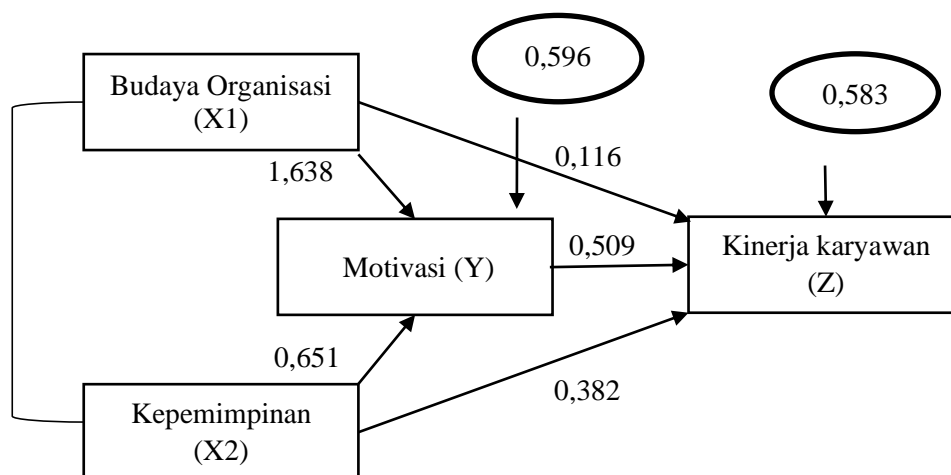
The model diagram for substructure equation 2 can be seen in the following image.

Substructure Equations 2



Based on equations (1) and (2), a path analysis model was obtained as follows.

Model Comprehensive Path Analysis



• Direct Effect and Indirect Effect

Direct Effect

To calculate the direct effect or DE (direct effect), the following formulation is used.

- The impact of organizational culture variable on work motivation $X1 \rightarrow Y = 1.638$
- The impact of leadership variable on work motivation $X2 \rightarrow Y = 0.651$
- The impact of organizational culture variable on employee performance $X1 \rightarrow Z = 0.116$
- The impact of leadership variable on employee performance $X2 \rightarrow Z = 0.382$
- The impact of work motivation variable on employee performance $Y \rightarrow Z = 0.509$

Indirect Effect

To calculate the indirect effect or IE (indirect effect), the following formulation is used.

- The influence of organizational culture variables on employee performance through work motivation $X1 \rightarrow Z \rightarrow Y = (1.638 \times 0.509) = 0.834$
- The influence of the leadership variable on employee performance through work motivation $X2 \rightarrow Z \rightarrow Y3 = (0.651 \times 0.509) = 0.331$

Total Effect

To calculate the total effect or TE (total effect), the following formulation is used.

- The influence of organizational culture variables on employee performance through work motivation $X1 \rightarrow Z \rightarrow Y = (1.638 + 0.509) = 2.147$
- The influence of the leadership variable on employee performance through work motivation $X2 \rightarrow Z \rightarrow Y = (0.651 + 0.509) = 1.160$

To identify whether the mediating variable functions as an intervening variable or not, it is determined by comparing the direct effect with the indirect effect.

The direct influence of the organizational culture variable on employee performance $X1 \rightarrow Z$ has a value of 0.116, and when compared to the indirect influence, the organizational culture variable on employee performance through work motivation ($X1 \rightarrow Z \rightarrow Y$) = a value of $(1.638 \times 0.509) = 0.834$ is obtained. Then $0.834 > 0.116$ therefore, in relation to the organizational culture factor on employee performance through work motivation, the work motivation factor functions as an intervening variable.

Meanwhile, for the leadership variable on employee performance through work motivation, it has a direct influence of 0.382 ($X2 \rightarrow Z$) and an indirect influence ($X2 \rightarrow Z \rightarrow Y$) obtained as $(0.651 \times 0.509) = 0.331$. By comparing these values, it is evident that the indirect influence is smaller than the direct influence, $0.331 < 0.382$. Thus, in relation to the leadership factor on employee performance through work motivation, the work motivation factor is not an effective intervening variable.

The organizational culture factor partially has a positive and significant effect on employee work motivation. This is in line with almost all previous studies, particularly the research conducted by

Atikah & Qomariah (2020) and Sawitri & Dewanggi H.P. (2016), which state that organizational culture factors have a positive and significant impact on work motivation in their respective research subjects.

Furthermore, the research results also state that the leadership factor has a positive and significant influence on employee work motivation in the environment of PT. Toray International Indonesia. This is in line with the research conducted by Andayani & Tirtayasa (2019) and Ridwan & Hamelinda (2017).

Meanwhile, for the simultaneous influence between organizational culture factors and leadership on work motivation, based on research and testing results, it was found to have a positive and significant influence. This is in line with the research conducted by Sawitri and Dewanggi H.P (2016), Aditia and Yuniawan (2015), as well as Arimbawa & Dewi (2018).

Organizational culture is a combination of various aspects, such as attitudes, behaviors, values, skills and knowledge, as well as the character possessed by an individual in performing tasks to achieve optimal success (Hermawan, 2016). The organizational culture possessed by an individual is utilized to carry out a task or job, based on the skills or knowledge they have, through professionalism or excellence in a particular field (Wibowo, 2014).

Meanwhile, organizational culture as conveyed by Drucker, quoted by Tika (2015:4), states that leadership is the core of solving external and internal problems, which is consistently carried out by a group and then passed on to new members as the right way to understand, think about, and feel related issues.

Both factors, namely organizational culture and leadership, will greatly shape employee work motivation. With an organizational culture that aligns with educational backgrounds, experiences, and training relevant to the job field, it will greatly help in building employees' self-confidence and work motivation. In addition, the positive values that are formed and become habits in the organizational environment as leadership will greatly assist employees in completing the tasks that are their responsibility. Moreover, in the case of PT.Toray International Indonesia, relatively all employees possess an adequate organizational culture in the fields of chemistry, synthetic fibers, and advanced materials. A conducive environment formed from habitual values that become the organizational culture will greatly support PT.Toray International Indonesia in achieving the organizational goals that have been set.

Organizational culture can shape the behavior and actions of employees in carrying out their activities within the organization, so the values embedded in the organizational culture need to be instilled early on in every individual within the organization. If this is related to the 4.0 industrial revolution, which is widely used as a reference. The organizational culture implemented in the environment of PT. Toray International Indonesia is in line with the concept of Artificial Narrow Intelligence in the 4.0 industrial revolution. (Sutrisno (2021:27).

On the other hand, every worker should understand every environmental change, especially the economic environment related to the company's core business. Thus, the aspect of understanding artificial general intelligence can be used to develop the leadership of every worker or employee. Artificial General Intelligence (AGI) is a theoretical AI research field that attempts to create software with human-like intelligence and the ability to learn independently. The goal is for the software to be able to perform tasks that have not necessarily been trained or developed.

Every employee, in their leadership spirit, will be shaped by their mastery of the AGI system. Where this can be used to solve problems in various domains, without being limited to a specific scope. With the mastery of AGI, employees can learn independently and solve problems that arise from every

change in the dynamic environment.

Based on the results of the research and hypothesis testing that have been conducted, both the partial and simultaneous effects indicate that there is a positive and significant influence between organizational culture and leadership factors on employee performance. This is in line with the research conducted by Atikah & Qomariah (2020), Andayani & Tirtayasa (2019), Priatna Kesumah (2018), Sawitri and Dewanggi H.P (2016), as well as Aditia and Yuniawan (2015) on their respective research subjects.

As discussed in the above discussion, organizational culture and leadership factors have an influence on work motivation. This can also affect employee performance, because with good and high work motivation, all tasks can be completed well.

The results of the research conducted state that there is a positive and significant influence between motivational factors and employee performance in the environment of PT. Toray International Indonesia. This is in line with previous research mentioned above, conducted by Atikah & Qomariah (2020), Andayani & Tirtayasa (2019), Priatna Kesumah (2018), Sawitri and Dewanggi H.P (2016), as well as Aditia and Yuniawan (2015). This is because the research states that employee performance is the dependent variable, while the motivation factor is declared as the mediating variable.

As Sondang Siagian (2014:138) stated, motivation concerns how to drive the work enthusiasm of subordinates, so that they are willing to work hard by giving all their abilities and skills to achieve the company's goals. Meanwhile, that motivation is a driving force that causes an organization member to be willing and ready to dedicate their time to carry out various activities that are their responsibility and fulfill their obligations in achieving the organization's predetermined goals and various targets. This will be achieved if the internal and external factors within an organization's environment are supportive. Where the needs of employees are met and the work environment is conducive, employee work motivation will relatively increase, allowing the organization or company to expect employees to work better and more professionally.

In principle, every organization or company always strives to utilize all the resources it possesses optimally and as best as possible. Because companies are currently trying to survive by minimizing expenses and optimizing revenue, as the economy is not yet stable. The most important factor in human resources is determining the success of a company. To optimize human resources, companies need to encourage employees to work with more enthusiasm so that they can achieve good performance and results in their work.

The performance of employees expected by PT. Toray Internasional Indonesia in the future is not only the ability to achieve quantitative and qualitative job performance but also to possess intelligence capable of responding to every change that occurs. In other words, every employee must be able to master artificial intelligence or Artificial Superintelligence (ASI) in achieving their performance. Artificial superintelligence (ASI) is a hypothetical software-based artificial intelligence (AI) system with intellectual capabilities that surpass human intelligence. At the most basic level, this superintelligent AI possesses advanced cognitive skills and highly sophisticated thinking abilities, surpassing those of humans.

If we look at the results of the research that has been conducted, it was found that the factor of organizational culture affects employee performance through motivation. This is evidenced by the motivation factor, which acts as an intervening variable. This research is very much in line with the study conducted by Andayani & Tirtayasa (2019). In that study, it clearly states that the variable of

organizational culture affects employee performance through motivation.

As discussed in the above discussion, the factor of organizational culture has an influence on employee performance. that factor will be more contributive and significant if supported by the work motivation factor from the employees themselves. With the results of the research conducted, the company can strive to improve employee work motivation through constructive improvements to motivational factors by fulfilling the needs of employees, whether it be physiological needs, safety needs, love and belonging needs, esteem needs, or self-actualization needs. Thus, in turn, PT. Toray Internasional Indonesia can expect a lot from the performance that will be achieved by the employees.

Thus, the formulation of the problem and hypothesis 4 are answered and proven that there is an influence of organizational culture on employee performance through work motivation.

If we look at the results of the research that has been conducted, it was found that the leadership factor affects employee performance, but the motivation factor does not serve as an intervening variable. This research does not align with previous studies. In general, previous research used as references shows that the motivation variable acts as an intervening variable in the relationship between the influence of leadership factors and employee performance.

Thus, the formulation of the problem and hypothesis 5 were answered, and it was found that there is an influence of organizational culture on employee performance, but work motivation does not play a role as an intervening variable. In the case of PT. Toray Internasional Indonesia, it is considered quite interesting because, partially, both leadership towards motivation and leadership towards employee performance have a positive and significant influence. But when work motivation is placed as a mediating variable, work motivation does not function as an intervening variable.

Normatively, leadership as conveyed by Putra (2022) states that leadership is the core of solving external and internal problems, which is carried out consistently by a group and then passed on to new members as an appropriate way to understand, think about, and feel related issues. In the case of PT. Toray Internasional Indonesia, employee characteristics may be influenced by corporate governance (organization) or management, which states that each employee is faced with targets set by the company.

CONCLUSION

The conclusion that can be drawn after conducting research, testing, and interpreting statistical computation calculations is as follows.

1. Based on the research results and discussions that have been conducted, it can be stated that there is a positive and significant influence both partially and simultaneously between organizational culture and leadership on employee work motivation at PT. Toray Internasional Indonesia.

2. Based on the research results and discussions that have been conducted, it can be stated that there is a positive and significant influence both partially and simultaneously between organizational culture and leadership on employee performance at PT. Toray Internasional Indonesia.

3. The results of the research and discussion indicate that there is a positive and significant influence of motivation on employee performance in the environment of PT. Toray Internasional Indonesia.

4. The results of the research and discussion state that the factor of organizational culture influences employee performance through motivation in the environment of PT. Toray Internasional

Indonesia. This also indicates that the factor of work motivation functions or plays a role as an intervening variable.

5. The research results and discussion state that the leadership factor does not affect employee performance through motivation in the environment of PT. Toray International Indonesia. Thus, this study cannot prove that the work motivation factor functions or plays a role as an intervening variable.

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