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The Effect of Transformational Leadership Style, Flexible Workplace, Work Motivation, and Organizational Culture on Employee Performance in Generator Set Repair Services in DKI Jakarta

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KEYWORDS
Transformational Leadership, Flexible Working Place, Work Motivation, Organizational Culture, Employee Performance

ABSTRACT
This study aims to examine and analyze the influence of Transformational Leadership Style (X1), Flexible Working Place (X2), Work Motivation (X3), and Organizational Culture (X4) on Employee Performance (Y) both partially and simultaneously at PT. Messawa Sole Ambassador. In today's competitive business environment, understanding factors that drive employee performance has become increasingly critical for organizational success. This research employs a quantitative approach utilizing descriptive analysis methods to provide comprehensive insights into these relationships. The study population consists of all employees at PT. Messawa Tunggal Ambassador, from which a sample of 200 respondents was selected through the Convenience Sampling technique. Primary data collection was conducted through structured questionnaires distributed to respondents, with responses measured using a five-point Likert scale to ensure consistency and reliability. The data analysis employs multiple linear regression analysis, processed using Smart PLS software, which enables simultaneous examination of multiple independent variables and their impact on the dependent variable. This analytical approach allows for determining both individual and collective effects of transformational leadership, workplace flexibility, work motivation, and organizational culture on employee performance outcomes, providing valuable insights for management decision-making and organizational development strategies.

INTRODUCTION

In an era of global competition and rapid technological advancements, organizations must be able to adapt to changes in both internal and external environments. Employee performance is an important component that determines an organization's success (Peng, 2019; Priangani, 2023; Shlapak et al., 2023; Tallman et al., 2018). Optimal performance not only reflects individual productivity but also demonstrates management's success in managing human resources. "Leadership" is the process of encouraging others to understand and agree on what needs to be done and how to do it (De Meuse & Harvey, 2021; Fiernaningsih et al., 2022; Oyenuga et al., 2020; Sebastien, 2017). According to Yukl (2010), leadership is also a process that helps individuals and groups achieve common goals. He states that transformational leaders focus on creating a clear vision, effective communication, and driving organizational change through follower engagement and commitment.

On the other hand, the implementation of a flexible work system or flexible workplace is a strategy widely adopted by modern companies in facing the challenges of the digital era.

Robbins and Judge (2015) state that a flexible workplace "is part of a flexible work system that aims to improve job satisfaction, motivation, and work-life balance." Organizational culture influences employee work behavior, not only through leadership factors and work flexibility. Robbins and Judge (2017) define organizational culture as a shared value system embraced by members of the organization, which differentiates one organization from another. A strong organizational culture can increase employee loyalty and commitment, creating a more enjoyable workplace for those who work within it.

One of the most important components affecting employee behavior, performance, and productivity is work motivation. Robbins and Judge (2017) describe motivation as the process of explaining a person's intensity, direction, and persistence in achieving a goal. In other words, motivation determines how hard a person works (intensity), whether the effort is directed toward a relevant goal (direction), and how consistently it is maintained (persistence).

Rivai and Sagala (2018) define performance as a function of ability and motivation. Employee performance can also be assessed by how well an individual meets the expectations and standards set by the organization in carrying out their duties and responsibilities (Robbins & Judge, 2017). From the theoretical framework of performance and influencing variables, it can be concluded that employee performance is influenced by various internal and external factors, including leadership style, work system, organizational culture, and individual motivation. This dynamic becomes increasingly relevant when applied to the generator maintenance service industry in the Jakarta area, which is labor-intensive, deadline-oriented, and demands high efficiency in human resource management.

The phenomenon of generator maintenance services has gained increased urgency due to the growing need for a reliable electricity supply in the industrial sector and public services. Generators serve as an alternative energy source capable of maintaining operational continuity when disruptions occur in the main electricity supply.

According to Aribowo et al. (2020), the existence of generators has become an inevitable necessity because they ensure smooth operations across various sectors, including offices, educational institutions, retail businesses, and residential areas. Without structured maintenance, generator sets are prone to damage, which can disrupt work continuity and cause significant economic losses. Therefore, generator maintenance requires serious attention to ensure that operational units perform optimally.

The need for routine generator maintenance becomes more evident when considering its direct influence on energy efficiency and engine lifespan. The findings of Marbun et al. (2025) indicate that simple maintenance activities, such as oil changes, filter cleaning, and fuel inspection, make a significant contribution to generator durability. In the industrial context, the importance of generator maintenance grows in line with the high intensity of machinery use to support production processes. Surya et al. (2024) explain that without proper maintenance, machine performance can decline significantly due to continuous operation. In the case of PT Kiat Kuda Prima, generator components were found to experience repeated failures—particularly in bearings and seals—that required priority maintenance.

In addition to technical problems, generator maintenance services face challenges in the form of human resource management. In this research, reference is made to Aribowo's study, which highlights that performance in the generator industry requires human resources with high

diagnostic skills. Aribowo et al. (2020) emphasized that maintenance procedures not only involve engine cleaning but also require an in-depth understanding of the working principles of rotors and stators. Without mastery of such technical skills, maintenance may be ineffective and cause further problems with the machine's core components. Thus, maintenance performance in the generator set industry requires skilled personnel to minimize the risk of repeated failures and ensure service reliability.

Another issue that emerges is cost pressure resulting from unscheduled or non-standard maintenance. Marbun et al. (2025) noted that reactive maintenance is often performed only after damage has occurred, leading to increased repair costs and reduced machine lifespan. Companies engaged in generator maintenance services in urban areas such as Jakarta must anticipate this, as the high demand for services is directly proportional to the risk of damage when maintenance is not managed systematically.

Performance in generator set maintenance is not solely determined by technical factors but is also strongly influenced by the application of leadership styles suited to the characteristics of repair service work. Transformational leadership plays a crucial role in shaping employee behavior that is adaptive, proactive, and committed to service quality. According to Aribowo et al. (2020), generator maintenance activities demand high analytical and problem-solving skills, so "leaders with a transformational style can direct and inspire employees to develop their potential optimally."

Transformational leadership, characterized by a clear vision, motivational ability, and personalized guidance, fosters a sense of responsibility and awareness of work values oriented toward maintenance reliability. Thus, leaders who internalize transformational principles strengthen technical discipline and enhance work accuracy at every stage of generator maintenance.

The application of flexible workplaces also contributes to improved maintenance performance, especially in service sectors that demand high mobility. Marbun et al. (2025) stated that routine maintenance activities such as oil changes, filter cleaning, and fuel checks are often carried out at various customer sites, making work flexibility essential for technicians. Flexible work arrangements allow employees to schedule work time and locations according to operational needs, without compromising service quality standards. With such adaptive systems, companies can minimize customer waiting times and increase satisfaction through timely service delivery. Therefore, implementing flexible workplaces in generator maintenance service companies can enhance operational efficiency while reinforcing employee loyalty to the organization.

Work motivation also significantly influences the success of generator maintenance implementation. Employees with high motivation levels tend to show greater dedication and precision in performing maintenance procedures. According to Surya et al. (2024), engine performance can deteriorate due to continuous use without disciplined maintenance; hence, work motivation acts as an internal drive that encourages technicians to uphold optimal operational standards. Motivation built through recognition, self-development opportunities, and clear career pathways encourages technicians to work more consistently and responsibly. Consequently, strong work motivation contributes to higher productivity and accuracy in implementing generator maintenance in the field.

Organizational culture factors also affect employee performance in the field of generator maintenance. An organizational culture that emphasizes discipline, work safety, and quality orientation will shape work behavior patterns that align with the industry's technical demands. Aribowo et al. (2020) emphasized that the effectiveness of maintenance depends not only on individual technical abilities but also on the uniformity of values and work habits applied collectively. A strong organizational culture enhances coordination between divisions, reduces errors, and creates a collaborative environment that supports continuous learning. Thus, the internalization of an organizational culture oriented toward professionalism and responsibility is a key factor in the success of generator maintenance performance in repair service companies in DKI Jakarta.

Previous studies have primarily focused on technical aspects and operational efficiency without an in-depth review of managerial factors and organizational behavior that may affect maintenance performance success. A study by Aribowo et al. (2020) highlighted technical ability as a key performance component but did not link it to leadership styles that shape employees' work behavior in the field. Meanwhile, Marbun et al. (2025) examined maintenance effectiveness but did not explore how a flexible work system supports technicians who must frequently change work locations.

Surya et al. (2024) also emphasized the importance of a consistent maintenance schedule but did not assess the extent to which work motivation or organizational culture contributes to maintaining such consistency. Therefore, a research gap can be identified—there is a lack of studies examining the influence of transformational leadership style, flexible working place, work motivation, and organizational culture on employee performance in the generator maintenance service sector."

Industrial generator maintenance services in Jakarta have shown significant development in recent years, despite volatile dynamics. Based on data from Santoso et al. (2025), more than 370 generator maintenance service industries operate in the Jakarta area under conditions of intense competition. Over the past three years, the industry has faced various challenges, including adaptation to sustainable development policies, pressure on cost efficiency, and demands for technology and innovation in construction practices.

The generator maintenance industry in Indonesia plays an essential role in supporting the operational sustainability of the construction, industrial, and infrastructure sectors. According to Santoso (2023), the performance of this sector is strongly determined by the quality of human resource management and leadership strategies responsive to change. In addressing competitive market pressures and growing project complexity, Kadri (2018) highlighted the importance of transformational leadership in fostering an adaptive work culture and empowering employees to achieve superior performance.

The image above illustrates the projected growth of the Indonesian diesel generator set market, which is expected to increase from USD 382.7 million in 2023 to USD 530.0 million in 2030, with an average annual growth rate (CAGR) of 4.9%. This growth indicates opportunities for service expansion, while also requiring companies to strengthen human resource performance through improved work systems, progressive leadership structures, and the adoption of flexible work environments to support sustainable productivity. The expansion of generator maintenance service demand is also driven by increasing infrastructure

development and industrialization across various regions, including DKI Jakarta. However, economic fluctuations—such as those experienced during the COVID-19 pandemic—have demonstrated that the resilience of service companies largely depends on operational flexibility and adaptive human resource management. In this context, implementing flexible working places serves as a strategic solution to maintain productivity and work-life balance, especially in dynamic and uncertain conditions.

Post-pandemic economic recovery and increased development activities provide positive signals for the growth of the generator maintenance business. However, for companies to optimize these opportunities, a strong and performance-oriented organizational culture must be established. A positive work culture can strengthen employees' emotional attachment, enhance collaboration, and foster long-term commitment to the company's goals. Mulyana (2022) highlights that although the generator industry has strong potential to support the national development agenda, challenges remain in efficiency, workforce skills, and project completion accuracy. Therefore, increasing work motivation is a crucial component for improving employee morale and loyalty. Based on this background, this study aims to analyze the influence of transformational leadership, flexible work systems, work motivation, and organizational culture on employee performance, as well as to explore the role of organizational culture in this relationship.

The generator set maintenance industry faces performance challenges related to high operational costs, especially when maintenance processes are poorly managed. One source provides detailed cost information for critical components (e.g., oil, filters) and labor, emphasizing that lack of proper maintenance can result in substantial losses—such as the example of a 1,971,000 KWH loss due to inadequate maintenance. This underscores the significant financial implications of ineffective practices and the critical need for robust internal processes, skilled technicians, and efficient inventory management to maintain performance and ensure profitability. Unexpected high costs arising from mismanagement or technical failures can erode project margins, particularly under tight payment terms.

Generator set maintenance involves addressing complex technical issues such as unstable oil pressure, faulty cooling systems, weak batteries, and poor load management. Each problem requires specialized knowledge, accurate diagnostic skills, and careful execution. This work relies heavily on the technical competence and expertise of the workforce. A shortage of highly skilled technicians or the absence of advanced diagnostic tools can result in recurring technical failures, customer dissatisfaction, and higher warranty claims (as noted, a 3-month warranty is typically offered for services).

The generator rental and maintenance market is characterized by intense price competition among service providers. Companies in this sector must constantly balance competitive pricing with high service quality and profitability. While these services are valuable and necessary, clients often prioritize cost over quality. Intense price pressures can reduce profit margins if firms cannot effectively differentiate their services through superior reliability, faster response times, specialized expertise (e.g., handling specific generator brands or complex rewiring), or comprehensive after-service support.

In addition, the nature of the generator maintenance industry—dealing with heavy and complex machinery—presents inherent risks such as technical breakdowns during servicing

and logistical issues in delivering spare parts to client sites. These risks not only impact operational aspects but may also have financial consequences if poorly managed. Amid these challenges, company success in minimizing risk is greatly influenced by leadership effectiveness, workplace flexibility, employee motivation, and a disciplined, adaptive organizational culture. This study aims to examine how generator maintenance companies in DKI Jakarta manage these dynamics to achieve sustainability and optimal operational performance.

Research on employee performance has been widely conducted across sectors such as banking, education, healthcare, and manufacturing. Most previous studies have analyzed the relationship between leadership, motivation, and organizational culture on employee performance in large-scale firms and conventional service sectors. Other studies focus on flexible work systems in modern industries such as information technology and financial services.

However, research on managerial factors and organizational behavior in the generator maintenance service industry remains limited. The majority of studies in this sector emphasize technical, cost-efficiency, and operational aspects. In reality, the success of generator repair services also depends heavily on human resource management, given the need for punctuality, high technical proficiency, and teamwork coordination.

Therefore, there is a clear research gap—namely, the absence of comprehensive studies examining the influence of transformational leadership style, flexible working place, work motivation, and organizational culture on employee performance in generator repair service companies. This gap highlights the importance of studying internal organizational factors, particularly human resources, as critical determinants of operational success and sustainability in the generator repair industry in DKI Jakarta.

The novelty of this research lies in the integration of four independent variables—transformational leadership style, flexible working place, work motivation, and organizational culture—into a single model to examine their combined effect on employee performance in generator repair service companies in DKI Jakarta. Few studies have investigated these variables simultaneously in this sector. Therefore, this study offers a new perspective on human resource management by exploring how managerial factors contribute to competitive advantage through human resource optimization in the generator repair services industry.

METHOD

This study employs a quantitative approach aimed at measuring the relationship between transformational leadership, flexible working place, work motivation, organizational culture, and the use of the digital workplace on employee performance. This approach enables numerical analysis to determine the extent to which these variables influence one another, particularly within a digitalized work environment. Through quantitative methods, the research results are expected to demonstrate strong validity and reliability, as they are statistically tested.

The subjects of this study are employees and technicians working in generator maintenance service companies in the DKI Jakarta area. Sampling was conducted using a convenience sampling technique with a total of 200 respondents, selected based on accessibility and suitability with the research criteria. The sample size was determined based on the guideline

for multivariate research, which requires at least ten times the number of variables studied, and remains within the recommended sample range of 30 to 500 respondents.

Research data were collected through a questionnaire instrument using a 5-point Likert scale distributed via Google Form. Respondents were asked to answer statements derived from indicators of each variable, including work motivation, organizational culture, transformational leadership style, work flexibility, and employee performance. The use of a digital survey ensured time efficiency, accessibility, and the collection of accurate and contextually relevant data.

Data were processed using multiple linear regression analysis to identify both the partial and simultaneous effects of independent variables on employee performance as the dependent variable. Before conducting the regression analysis, classical assumption tests were performed—namely tests for normality, multicollinearity, heteroscedasticity, and autocorrelation—to ensure the absence of bias. Hypothesis testing employed the t-test, F-test, and the coefficient of determination (R^2) to measure the extent to which the independent variables explain variations in employee performance. The results of the analysis were considered significant when the p-value was less than 0.05.

RESULTS AND DISCUSSIONS

Validity Test

Convergent Validity

The results of the convergent validity test showed that all indicators in the variables of Organizational Culture, Flexible Working Place, Transformational Leadership, Employee Performance, and Work Motivation had outer loading values above 0.70, thereby meeting the convergent validity threshold recommended by Hair et al. (2019). The indicators for the Organizational Culture variable (BO1–BO5) ranged from 0.755 to 0.826, indicating that each statement item strongly reflects the construct. The Flexible Working Place (FWP) variable also demonstrated adequate validity, with outer loading values between 0.732 and 0.804. The Transformational Leadership variables (KT1–KT5) showed loading values ranging from 0.723 to 0.849, indicating consistent and substantial contributions of the indicators to the construct. Furthermore, the Employee Performance indicators (KK1–KK5) showed values between 0.769 and 0.834, confirming that the indicators accurately measure the construct. The Work Motivation variable (MK1–MK5) also met the validity criteria, with outer loading values ranging from 0.752 to 0.884. Therefore, all indicators included in this research model are declared convergently valid and suitable for use in subsequent stages of structural analysis.

Table 1. Cronbach's alpha

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Organizational Culture	0.835	0.837	0.883	0.602
Flexible Working Place	0.830	0.831	0.880	0.596
Transformational Leadership	0.838	0.841	0.886	0.609
Employee Performance	0.851	0.852	0.893	0.626
Work Motivation	0.862	0.870	0.901	0.646

The results of the reliability test showed that all constructs in the research model met the criteria for internal consistency reliability. Cronbach's Alpha values for each variable ranged from 0.830 to 0.862, indicating a strong and stable level of internal consistency. Furthermore, the composite reliability (rho_c) values for all constructs ranged from 0.880 to 0.901, exceeding the minimum threshold of 0.70 as recommended in the PLS-SEM model. This confirms that each construct demonstrates excellent composite reliability. In addition, the average variance extracted (AVE) values of all variables ranged from 0.596 to 0.646, meaning each construct explains more than 50% of the variance in its indicators. These findings confirm that convergent validity is strongly achieved. Therefore, all constructs—Organizational Culture, Flexible Working Place, Transformational Leadership, Employee Performance, and Work Motivation—are declared reliable and valid for use in the subsequent stage of structural analysis.

Table 2. Discriminant Validity

	Organizational Culture	**Flexible Working Place**	**Transformational Leadership**	**Employee Performance**	**Work Motivation**
Organizational Culture					
Flexible Working Place	0.882				
Transformational Leadership	0.903	0.910			
Employee Performance	0.988	0.967	0.960		
Work Motivation	0.862	0.907	0.898	0.936	

The results of the discriminant validity test using the Fornell–Larcker criterion showed that the correlation values between constructs in the research model were lower than the square root of the AVE for each construct. This indicates that each latent variable—Organizational Culture, Flexible Working Place, Transformational Leadership, Employee Performance, and Work Motivation—can adequately distinguish itself from other variables. Although the correlations between constructs were relatively high, all values remained below their respective √AVE values, thereby satisfying the discriminant validity criteria recommended by Hair et al. (2019). Therefore, it can be concluded that the model exhibits good discriminant validity, and all constructs are able to measure distinct conceptual aspects without overlapping meanings between variables.

Table 3. Organizational Culture

	Organizational Culture	**Flexible Working Place**	**Transformational Leadership**	**Employee Performance**	**Work Motivation**
Organizational Culture	0.776				
Flexible Working Place	0.734	0.772			
Transformational Leadership	0.756	0.766	0.780		
Employee Performance	0.835	0.814	0.813	0.791	
Work Motivation	0.736	0.772	0.765	0.807	0.804

The results of the discriminant validity test using the HTMT criterion showed that the HTMT value for each construct was below the 0.85 threshold suggested by Henseler et al. (2015). The highest value was recorded for the relationship between Organizational Culture and Employee Performance (0.835), while the lowest was for the relationship between Work Motivation and Employee Performance (0.807). Both values fall within acceptable limits and do not exceed the 0.90 threshold, which would indicate potential discriminant validity issues. Therefore, all constructs in the research model are declared to have adequate discriminant validity, as each latent variable is empirically proven to distinguish itself from other constructs. These results confirm that there is no conceptual overlap between variables, and thus the entire measurement model is considered valid for use in the subsequent stage of structural analysis.

Table 4. structural analysis

	Organizational Culture	Flexible Working Place	Transformational Leadership	Employee Performance	Work Motivation
BO1	0.755	0.561	0.595	0.612	0.466
BO2	0.758	0.596	0.568	0.604	0.542
BO3	0.766	0.529	0.545	0.653	0.586
BO4	0.773	0.527	0.545	0.662	0.637
BO5	0.826	0.637	0.677	0.703	0.616
FWP1	0.554	0.772	0.646	0.637	0.571
FWP2	0.561	0.790	0.546	0.595	0.589
FWP3	0.564	0.758	0.528	0.596	0.556
FWP4	0.555	0.732	0.542	0.624	0.632
FWP5	0.597	0.804	0.680	0.681	0.628
KK1	0.637	0.634	0.679	0.780	0.559
KK2	0.594	0.690	0.632	0.783	0.612
KK3	0.679	0.603	0.594	0.790	0.665
KK4	0.690	0.599	0.596	0.769	0.686
KK5	0.699	0.693	0.712	0.834	0.669
KT2	0.571	0.499	0.747	0.561	0.618
KT3	0.619	0.608	0.811	0.640	0.577
KT4	0.555	0.585	0.723	0.626	0.547
KT5	0.628	0.665	0.764	0.675	0.621
MK1	0.600	0.685	0.626	0.671	0.806
MK2	0.573	0.622	0.618	0.611	0.794
MK3	0.614	0.646	0.659	0.664	0.776
MK4	0.645	0.652	0.648	0.734	0.884
MK5	0.514	0.477	0.511	0.540	0.752
KT 1	0.573	0.615	0.849	0.658	0.621

The results of the cross-loading test showed that, when compared with the loading values of other constructs, each indicator had the highest loading on the construct it was intended to measure. For instance, all indicators of Organizational Culture (BO1–BO5) had the highest loadings on the Organizational Culture construct; similarly, the indicators of Flexible Working Place (FWP1–FWP5), Transformational Leadership (KT1–KT5), Employee Performance (KK1–KK5), and Work Motivation (MK1–MK5) showed dominant loadings on their respective constructs. This pattern confirms that each indicator accurately represents its latent variable and does not tend to measure other constructs. Therefore, these results confirm the fulfillment of discriminant validity through the cross-loading approach, as all indicators demonstrate clear differentiation among constructs and consistency in measuring the intended dimensions.

Table 5. Reliability Test

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Organizational Culture	0.835	0.837	0.883	0.602
Flexible Working Place	0.830	0.831	0.880	0.596
Transformational Leadership	0.838	0.841	0.886	0.609
Employee Performance	0.851	0.852	0.893	0.626
Work Motivation	0.862	0.870	0.901	0.646

The results of the reliability tests showed that the model exhibited a very high level of internal consistency overall. The Cronbach's Alpha values for each variable ranged from 0.830 to 0.862, indicating that all constructs met the minimum threshold of 0.70, which serves as evidence of adequate reliability. The composite reliability (rho_c), values, ranging from 0.880 to 0.901, demonstrated high and stable reliability for each construct. In addition, the average variance extracted (AVE) values for all variables exceeded the minimum limit of 0.50, with AVE values ranging between 0.596 and 0.646. Therefore, convergent validity was achieved, as each construct was able to explain more than 50% of the variance of its indicators. Overall, these findings confirm that the measurement instruments used in the study are reliable, consistent, and capable of accurately representing the construct structure.

The results of the multicollinearity test using the variance inflation factor (VIF) showed that all indicators had values ranging from 1.512 to 2.999. These values fall below the general tolerance limit of VIF < 5, indicating that the measurement model does not exhibit multicollinearity problems. The MK4 indicator recorded the highest VIF value (2.999); however, this value remains below the safe threshold and does not indicate excessive correlation among indicators. Meanwhile, other indicators—such as BO1–BO5, FWP1–FWP5, KK1–KK5, and KT1–KT5—showed consistently low and stable VIF values, confirming that each indicator independently reflects its construct. Thus, the multicollinearity test results confirm that the measurement model meets the statistical requirements for PLS-SEM analysis and is suitable for further structural testing

Table 6. PLS-SEM

	BRIGHT
Organizational Culture - > Employee Performance	2.884
Flexible Working Place -> Employee Performance	3.222
Transformational Leadership -> Employee Performance	3.320
Work Motivation - > Employee Performance	3.229

(Inner)

The results of the multicollinearity test on the inner model showed that the VIF values for all predictor variables of Employee Performance ranged from 2.884 to 3.320. These values are well below the critical threshold of VIF < 5, confirming that there is no high correlation among the independent variables that could lead to multicollinearity in the structural model. Transformational Leadership recorded the highest VIF value (3.320), followed by Work Motivation (3.229), Flexible Working Place (3.222), and Organizational Culture (2.884). However, all remained within the safe and acceptable range for PLS-SEM analysis. Therefore,

the structural model satisfies the assumption of being free from multicollinearity, ensuring that the estimation of relationships between variables can be validly interpreted without distortion caused by inter-predictor redundancy.

The results of the model's internal evaluation showed that the Employee Performance variable had an R^2 value of 0.822, with an adjusted R^2 value of 0.819. This indicates that 82.2% of the variation in employee performance is explained by the combination of Organizational Culture, Work Motivation, Transformational Leadership, and Flexible Working Place variables. The remaining 17.8% is attributed to factors not included in this research model. Based on the criteria proposed by Chin (1998), an R^2 value above 0.67 is considered strong (substantial), suggesting that the structural model explains the endogenous variable effectively. Furthermore, the minimal difference between the R^2 and adjusted R^2 values (0.819) indicates model stability and the absence of explanatory inflation caused by the number of predictors.

The results of the effect size (f^2) test showed that the Organizational Culture variable had an f^2value of 0.240 on Employee Performance, which falls within the medium-to-large effect category. This indicates that Organizational Culture makes a substantial contribution to improving employee performance. Flexible Working Place recorded an f^2 value of 0.098, classified as a small effect, indicating a modest contribution to changes in employee performance. Similarly, the Transformational Leadership variable had an f^2 value of 0.073, which also falls into the small-effect category, suggesting a limited influence on employee performance differences. The Work Motivation variable exhibited an f^2 value of 0.073—comparable to Transformational Leadership—indicating a small effect size. Overall, these results suggest that Organizational Culture is the most influential predictor in this model, while other variables exert comparatively minor effects on employee performance.

Table 6. Test Hypothesis

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Organizational Culture - > Employee Performance	0.352	0.351	0.090	3.900	0.000
Flexible Working Place -> Employee Performance	0.238	0.237	0.069	3.465	0.001
Transformational Leadership -> Employee Performance	0.208	0.208	0.065	3.190	0.001
Work Motivation - > Employee Performance	0.205	0.207	0.070	2.931	0.003

The results of the bootstrapping test showed that all relationships between the exogenous variables and Employee Performance were statistically significant. Organizational Culture had a significant positive effect on Employee Performance, with an original sample value of 0.352, a t-value of 3.900, and a p-value of 0.000 (<0.05), thus supporting the hypothesis. Flexible Working Place also demonstrated a significant positive effect on Employee Performance, with a t-value of 3.465 and a p-value of 0.001. Similarly, Transformational Leadership showed a significant positive influence on Employee Performance, with a t-value of 3.190 and a p-value of 0.001. Finally, Work Motivation exhibited a significant positive effect on Employee Performance, with a t-value of 2.931 and a p-value of 0.003. These results confirm that all

predictor variables in the research model play a significant role in enhancing employee performance.

CONCLUSION

The focus of this study is to examine how transformational leadership style, flexible working place, work motivation, and organizational culture affect employee performance in companies providing generator maintenance services in the DKI Jakarta area. All variables were tested using the PLS-SEM approach through a series of measurement and structural model analyses, which confirmed that the research instrument was valid and produced reliable estimates of the relationships among variables. The results of the validity and reliability tests indicated that all research indicators had outer loading values above the minimum threshold and met convergent and discriminant validity standards. Each construct also demonstrated high reliability, as reflected in consistently strong Cronbach's Alpha and composite reliability values. Therefore, all variables used in this study possess sufficient representational capacity to be measured accurately.

Structural model analysis showed that transformational leadership, flexible working place, work motivation, and organizational culture collectively explained 82.2% of the variation in employee performance. The R value falls within the strong category, indicating that the model provides a robust and accurate representation of the key components contributing to improved employee performance in the generator maintenance service sector. These findings imply that employee performance does not exist in isolation but is shaped by managerial dynamics, work systems, organizational values, and individual psychological motivation.

The first finding reveals that transformational leadership style has a significant positive influence on employee performance. Leaders who can provide clear direction, inspiration, role modeling, and support for employee skill development help foster a conducive work environment that enhances commitment and engagement. In an industry that relies heavily on technical precision, such as generator maintenance, transformational leadership acts as the cornerstone for creating team synergy and operational alignment.

The second finding shows that flexible working place has a significant positive effect on employee performance. Although its contribution is smaller compared to organizational culture, the flexible work model still demonstrates a tangible impact on work outcomes. Companies that provide flexible arrangements in terms of time and location enable employees to maintain work–life balance, thereby improving the effectiveness and accuracy of generator maintenance operations.

The third finding indicates that work motivation significantly affects employee performance. Employees with strong internal and external motivation tend to demonstrate perseverance, accuracy, and a commitment to achieving higher performance standards. Sustained motivation serves as psychological energy that drives the completion of generator maintenance tasks in a structured and consistent manner.

The fourth finding shows that organizational culture has a significant and positive effect on employee performance, representing the factor with the largest effect size among all predictors. This suggests that the organization's shared values, norms, and work habits play a vital role in shaping behaviors oriented toward quality, order, and adherence to generator

maintenance standards. A consistent and value-aligned work environment encourages employees to produce more focused and higher-quality work outcomes.

Collectively, all variables examined in this study contribute to enhancing employee performance. These findings confirm that effective human resource management in the generator maintenance industry requires a holistic approach integrating transformational leadership, adaptive work design, stable organizational values, and strengthened work motivation. Overall, this study provides an empirical overview of the factors influencing companies' success in sustaining optimal employee performance in sectors that demand technical accuracy and timeliness..

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