

Leadership Capability Organizational Culture and Motivation as Drivers of Performance in PD Market

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ABSTRACT

Research on leadership, capability, organizational culture, motivation, and performance is already well established, yet much of it has been developed in corporate or formal institutional settings. This article places those variables in the context of PD Market XYZ, a traditional market organization with distinctive human-resource conditions, diverse employee profiles, and direct interaction with traders and the public. The study is important because traditional market institutions are now expected not only to provide basic services, but also to adapt to digital work practices, changing customer expectations, and more complex managerial demands. **Using a descriptive** quantitative design, the study examines whether leadership, capability, and organizational culture contribute to employee performance, both directly and through motivation as a mediating variable. Primary data were gathered from 270 respondents picked by simple random selection according to Hair's technique, while secondary data were utilized to reinforce the theoretical framework and variable indicators. **The data were** evaluated using SEM SmartPLS, encompassing validity testing, reliability testing, outer model evaluation, inner model evaluation, and hypothesis testing. The findings show that leadership, capability, and organizational culture are significantly associated with motivation and performance. **Motivation also** contributes significantly to performance and serves as a pathway through which the three organizational factors strengthen employee outcomes. **These findings** suggest that improving performance in PD Market XYZ requires not only formal managerial control, but also leadership clarity, employee capability development, a supportive culture, and sustained motivation.

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1. INTRODUCTION

Traditional markets continue to occupy a strategic position in Indonesia because they connect the circulation of daily necessities with everyday social and economic interaction [1, 2]. Regional Market Companies, as the managers of these markets, are therefore expected to maintain reliable services for traders and consumers while gradually responding to digital platforms, data-based decisions, and new business practices. In this setting, leadership, capability, and organizational culture are not separate administrative issues, they shape how employees adapt, serve the public, and sustain organizational performance. Despite these expectations, several PD Market institutions still encounter human-resource and service challenges [3, 4].

Level of Education of PD Jaya Employees (Percentage %)

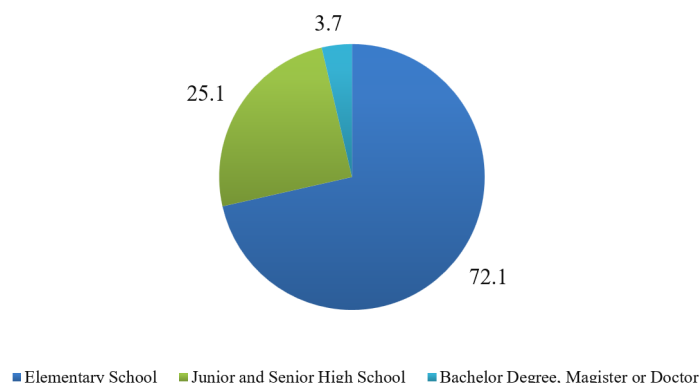


Figure 1. Level of Education of PD Market Jaya Employees (Percentage %)

Figure 1 the education profile of PD Market Jaya employees illustrates the challenge [5, 6]. Figure 1 shows that 72.1% of employees had completed only elementary school, 25.1% had junior or senior high school education, and 3.7% held a higher education degree. Such a profile may limit the organization's capacity to improve service quality and performance. Complaints reported at PD Market Horas Jaya Siantar further indicate that service performance has not fully met trader expectations and may affect company income. For that reason, employee performance in PD Market organizations should be understood not only from the perspective of education, but also through leadership practices, employee capability, organizational culture, and motivation. Prior evidence from PD Market Tohaga in Bogor Regency also shows that individual, psychological, and organizational factors are related to employee performance. Based on this background, this study asks whether leadership, capability, and organizational culture influence Sustainable Development Goals (SDGs) 8 employee performance directly or indirectly through motivation at PD Market XYZ [7, 8].

2. LITERATURE REVIEW

2.1. Performance

In this study, performance is understood as the extent to which employees complete assigned work and contribute to organizational objectives. It reflects not merely the completion of tasks, but also the quality of execution, the efficient use of time, and the employee's contribution to the organization. The performance construct is represented by three indicators. Work quality concerns the accuracy, neatness, and conformity of work results to the expected standard. Work quantity refers to the amount of output produced within a given period. Timeliness describes the ability to complete work according to the schedule or deadline set by the organization [9, 10].

2.2. Motivation

Motivation refers to the inner drive and external encouragement that make individuals willing to work with energy and commitment. It may develop from personal needs, recognition, incentives, career expectations, or a supportive work environment that helps employees feel that their work has value. The motivation variable is observed through three indicators work ethics, which reflects enthusiasm and positive energy in carrying out tasks; commitment, which shows sincerity and loyalty to work and the organization; and resilience, which indicates the ability to remain persistent when facing difficulties [11, 12].

2.3. Leadership

Leadership refers to a leader's ability to provide direction, influence behavior, and motivate organizational members toward shared goals. It is measured using three indicators, visionary ability, integrity, and motivational ability, which reflect the leader's capacity to set direction, demonstrate ethical behavior, and encourage teamwork through support and recognition [13, 14].

2.4. Capability

Capability refers to the organization's ability to use its resources in a productive way. These resources include employee competencies, work systems, technology, and organizational arrangements. Capability is

also related to the organization's readiness to adapt, innovate, and solve problems when business conditions change. The capability variable is assessed through three indicators. Knowledge refers to the understanding employees and the organization have about work processes, technology, and relevant developments. Skills include the technical and interpersonal abilities needed to perform tasks. Adaptability refers to the ability to respond quickly and appropriately to external changes, including new technology or regulations [15, 16].

2.5. Organizational Culture

Organizational culture is the pattern of shared values, norms, beliefs, and habits that shapes how organizational members behave in their daily work. It guides communication, decision-making, and the way members develop commitment to organizational goals. This study measures organizational culture through core values, open communication, and collaboration. Core values refer to principles such as integrity, innovation, and service. Open communication concerns honest and transparent information sharing between leaders and employees. Collaboration reflects the willingness of members to work across units to achieve common goals [17, 18].

3. RESEARCH METHODS

This study employed a descriptive quantitative methodology. The dependent variable was employee performance, the intervening variable was motivation, and the independent factors were leadership, capability, and organizational culture [19, 20]. The analysis was conducted with SEM SmartPLS. Because the population size was not clearly identified, the study used 270 respondents from PD Market XYZ, selected through simple random sampling. The study used primary data from respondents and secondary data to support the theoretical framework. The analysis included validity and reliability testing, followed by outer model evaluation, inner model evaluation, and hypothesis testing.

4. RESULTS AND DISCUSSION

4.1. Convergent Validity Test of Outer Loadings

Convergent validity was evaluated by analyzing outer loading values and AVE [21, 22]. A loading value of 0.70 is typically anticipated, although values ranging from 0.50 to 0.70 may be permissible in exploratory research further elucidate that convergent validity is affirmed when the AVE value surpasses 0.50. The findings are detailed in Table 1.

Table 1. Outer Loadings of Measurement Items

	Leadership	Capability	Organizational Culture	Motivation	Performance
KP1.1	0.786				
KP1.2	0.835				
KP10.1	0.751				
KP10.2	0.710				
KP11.2	0.714				
KP2.1	0.809				
KP2.2	0.758				
KP3.1	0.764				
KP3.2	0.750				
KP4.1	0.718				
KP4.2	0.803				
KP5.2	0.765				
KP6.2	0.720				
KP7.1	0.754				
KP7.2	0.732				
KP8.1	0.776				
KP8.2	0.765				

	Leadership	Capability	Organizational Culture	Motivation	Performance
KP9.1	0.775				
KP9.2	0.704				
KPL1.1		0.801			
KPL1.2		0.756			
KPL2.1		0.765			
KPL2.2		0.755			
KPL3.1		0.730			
KPL3.2		0.812			
KPL4.2		0.763			
KPL6.1		0.769			
KPL6.2		0.739			
KPL7.1		0.785			
KPL7.2		0.775			
KPL8.1		0.771			
KPL8.2		0.717			
KPL9.1		0.761			
KPL9.2		0.719			
BO1.1			0.761		
BO1.2			0.771		
BO2.1			0.783		
BO2.2			0.764		
BO3.1			0.825		
BO3.2			0.722		
BO4.1			0.772		
BO5.1			0.719		
BO5.2			0.771		
BO6.1			0.751		
BO6.2			0.767		
MV1.1				0.857	
MV1.2				0.911	
MV14.1				0.774	
MV14.2				0.806	
MV2.1				0.853	
MV2.2				0.834	
MV3.1				0.865	
MV3.2				0.845	
MV4.1				0.809	
MV4.2				0.772	
MV5.1				0.761	
MV5.2				0.767	
MV6.1				0.771	
MV6.2				0.723	
MV7.1				0.731	
KI1.1					0.867
KI1.2					0.838
KI10.1					0.764
KI2.1					0.810
KI2.2					0.854
KI3.1					0.818
KI3.2					0.762
KI4.1					0.770
KI4.2					0.761
KI5.1					0.734
KI5.2					0.803
KI6.1					0.701
KI6.2					0.760
KI7.2					0.715

	Leadership	Capability	Organizational Culture	Motivation	Performance
KI8.1					0.748
KI8.2					0.723
KI9.1					0.763
KI9.2					0.743

Table 1 demonstrates that all measurement items exhibit outer loading values exceeding the threshold of 0.50. These results indicate that every indicator has a satisfactory level of correlation with its respective latent construct, thereby fulfilling the minimum criterion required for the outer loading assessment. Consequently, the measurement items employed to represent each variable can be considered valid and appropriate for subsequent analysis, as they satisfy the recommended outer loading requirement [23, 24].

4.2. AVE Validity Test

Table 2. AVE Test Results

Variable	AVE	Critical Value	Description
Leadership	0.575		
Capability	0.580		
Organizational Culture	0.585	>0.5	Valid
Motivation	0.651		
Performance	0.602		

The AVE values in Table 2 are all higher than 0.50. Therefore, the constructs in this study can be considered valid based on the AVE criterion [25, 26].

4.3. Cronbach's Alpha Reliability Test

The reliability test using composite reliability can be reinforced with Cronbach's Alpha. The assessment criteria for variables are that if the value of Cronbach's Alpha for each variable is > 0.7 , then it can be declared reliable [27, 28].

Table 3. Cronbach's Alpha Results

Variable	Cronbach's Alpha	Rule of Thumb	Result
Leadership	0.959		
Capability	0.948		
Organizational Culture	0.929	>0.7	Reliable
Motivation	0.961		
Performance	0.961		

As presented in Table 3, all variables have Cronbach's alpha values exceeding 0.70. This finding shows that the indicators used in the model are internally consistent [29, 30]. Motivation and Performance record the highest values at 0.961, followed by Leadership at 0.959 and Capability at 0.948.

4.4. Composite Reliability Test

Table 4. Composite Reliability

Variable	Composite Reliability	Rule of Thumb	Results
Leadership	0.962		
Capability	0.954		
Organizational Culture	0.939	>0.70	Reliable
Motivation	0.965		
Performance	0.964		

The composite reliability values in Table 4 also exceed 0.70 for all variables. These values confirm that the constructs have adequate reliability, with Motivation showing the highest value at 0.965, followed closely by Performance and Leadership [31, 32].

4.5. Coefficient Determination Test

In order to evaluate the degree of internal consistency that each construct has, Cronbach's alpha was used [33, 34]. In order for a construct to be considered credible, its Cronbach's alpha must be greater than 0.70.

Table 5. R-Square Value

Variable	R Square	R Square Adjusted
Motivation	0.945	0.945
Performance	0.993	0.993

The coefficient of determination results presented in Table 5 can be interpreted as follows:

- Leadership, Capability, and Organizational Culture explain 94.5% of the variation in Motivation, while the remaining 5.5% is explained by factors beyond the model.
- The same three variables explain 99.3% of the variation in Performance, leaving 0.7% to other factors outside this study [35, 36].

4.6. Hypothesis Test

The hypothesis test was interpreted using probability values. A probability value above 0.05 indicates that the relationship is not statistically significant, so H0 is accepted and Ha is rejected. By contrast, a probability value below 0.05 indicates a significant relationship, so H1 is rejected and H2 is accepted [37, 38].

Table 6. Hypothesis Testing Results

Code	Hypothesis	Original Sample	T statistics	P Values	Description
H1	Leadership -> Motivation	1.280	7.174 > 1.969	0.000 < 0.05	There is a significant positive influence between variables
H2	Capability -> Motivation	-0.601	3.542 > 1.969		
H3	Organizational Culture -> Motivation	0.294	3.369 > 1.969		
H4	Leadership -> Performance	0.644	10.686 > 1.969	0.001 > 0.05	
H5	Capability -> Performance	-0.239	4.329 > 1.969		
H6	Organizational Culture -> Performance	0.264	6.984 > 1.969		
H7	Motivation -> Performance	0.336	10.230 > 1.969	0.000 < 0.05	
H8	Leadership -> Performance	0.430	6.198 > 1.969		
H9	Capability -> Performance	-0.202	3.332 > 1.969	0.001 < 0.05	
H10	Organizational Culture -> Performance	0.099	3.012 > 1.969	0.003 < 0.05	

Table 6 shows that the T-statistics for all hypotheses are higher than the t-table value of 1.969. Most probability values are also below 0.05. These results indicate that leadership, capability, and organizational culture are meaningfully related to motivation and performance [39, 40]. Some coefficients are negative, so the direction of several relationships should be interpreted carefully. Overall, the model shows that the variables examined in this study are associated with employee motivation and performance.

4.7. Leadership and Motivation at PD Market XYZ

The first hypothesis concerns the relationship between leadership and motivation [41, 42]. The test produced a path coefficient of 1.280, a T-statistic of 7.174, and a p-value of 0.000. Because the T-statistic is higher than 1.969 and the p-value is below 0.05, leadership has a significant and positive relationship with motivation. Thus, H1 is accepted, these results suggest that motivation can be strengthened when leaders provide clear direction, act consistently, and appreciate employee effort. In PD Market XYZ, this is particularly important because employees need guidance that is easy to understand and relevant to their daily service responsibilities. Good leadership may influence motivation through work ethics, commitment, and resilience [43, 44]. Employees who receive clear direction are more likely to work responsibly, feel connected to organizational goals, and remain persistent when facing pressure or changes in the work environment.

4.8. Capability and Motivation at PD Market XYZ

The second hypothesis examines whether capability influences motivation [45, 46]. Table 6 reports a path coefficient of -0.601, a T-statistic of 3.542, and a p-value of 0.000. The T-statistic exceeds 1.969 and the p-value is below 0.05, showing a statistically significant relationship. Therefore, H2 is accepted. In practical terms, employees who understand their tasks, work procedures, market services, and organizational expectations tend to feel more confident in their roles. Technical and interpersonal skills also help employees complete their work more effectively. Adaptability is equally important because PD Market employees must respond to changes in technology, policies, and service demands. Capability may support motivation by helping employees feel useful, prepared, and valued. Employees with stronger knowledge and skills are usually more confident in solving work problems, and this confidence can encourage commitment and resilience [47, 48].

4.9. Organizational Culture and Motivation at PD Market XYZ

The third hypothesis assesses the impact of corporate culture on motivation. The study yielded a path coefficient of 0.294, a T-statistic of 3.369, and a p-value of 0.001. The data demonstrate a substantial correlation, since the T-statistic exceeds 1.969 and the p-value is below 0.05. The findings indicate that organizational culture has a favorable and substantial correlation with motivation at PD Market XYZ, hence H3 is accepted [49, 50]. A motivating culture can be built by strengthening honesty, responsibility, discipline, and service excellence. Open communication also needs to be encouraged so information can move more smoothly between leaders and employees. Collaboration is important because market services often require coordination among individuals and work units. When these cultural elements are practiced consistently, employees are more likely to show positive work behavior, stronger belonging, and better readiness to face workplace pressure. A supportive culture therefore becomes an important social environment for maintaining motivation.

4.10. Leadership and Performance at PD Market XYZ

The fourth hypothesis investigates the impact of leadership on performance [8, 9]. The study reveals a path coefficient of 0.644, a T-statistic of 10.686, and a p-value of 0.000. The T-statistic exceeds 1.969 and the p-value is below 0.05, indicating a substantial and positive correlation between leadership and performance. Consequently, H4 is affirmed the result indicates that performance can improve when leaders communicate organizational goals clearly, demonstrate integrity, and provide encouragement. In a traditional market organization, leadership is needed not only to supervise work, but also to create discipline, service orientation, and trust. Effective leadership can improve work quality by helping employees understand expected standards. It can also improve work quantity by encouraging productive work habits, and it can improve timeliness when leaders set priorities and communicate deadlines clearly.

4.11. Capability and Performance at PD Market XYZ

The fifth hypothesis evaluates the correlation between capacity and performance. Table 6 presents a route coefficient of -0.239, a T-statistic of 4.329, and a p-value of 0.000. The T-statistic exceeds 1.969, and the p-value is below 0.05, indicating that capacity strongly influences performance. H5 is therefore acknowledged. Employees need sufficient knowledge of their duties, work procedures, products, and services in order to

perform well. In addition, technical and interpersonal skills determine how effectively employees complete daily work. Adaptability is also needed so employees can respond to changes in technology, organizational rules, and market conditions. Stronger capability can improve work quality because employees are better able to produce accurate and orderly outputs. It may also increase work quantity because competent employees can handle more tasks without reducing accuracy. Finally, capability supports timeliness because employees who master their tasks can complete work more efficiently.

4.12. Organizational Culture and Performance at PD Market XYZ

The sixth hypothesis examines whether organizational culture affects performance. The test produced a path coefficient of 0.264, a T-statistic of 6.984, and a p-value of 0.000. Since the T-statistic exceeds 1.969 and the p-value is below 0.05, organizational culture has a significant positive relationship with performance. Thus, H6 is accepted performance can be improved when core values are practiced consistently, communication is open, and employees are encouraged to collaborate. These cultural practices create a shared understanding of work expectations and reduce barriers between individuals or work units. A strong culture may improve work quality by building pride and responsibility. It may increase work quantity because cooperation and communication make work processes more efficient. It may also support timeliness because shared values of discipline and responsibility make deadlines easier to respect.

4.13. Motivation and Performance at PD Market XYZ

The seventh hypothesis examines the correlation between motivation and performance. Table 6 presents a route coefficient of 0.336, a T-statistic of 10.230, and a p-value of 0.000. Given that the T-statistic exceeds 1.969 and the p-value is below 0.05, there exists a substantial positive correlation between motivation and performance. Consequently, H7 is affirmed, motivation can support performance when employees have strong work ethics, commitment, and resilience. Work ethics encourage discipline, honesty, responsibility, and dedication. Commitment keeps employees emotionally connected to their work, while resilience helps them remain productive during pressure, high workload, or sudden organizational change. Motivated employees are more likely to produce careful and responsible work. They may also complete more work because they have internal encouragement to perform efficiently. In addition, motivation helps employees manage time better and complete tasks according to schedule.

4.14. Leadership, Motivation, and Performance at PD Market XYZ

The eighth hypothesis investigates the indirect influence of leadership on performance via motivation. The analysis indicates a path coefficient of 0.430, a T-statistic of 6.198, and a p-value of 0.000. The T-statistic exceeds 1.969, and the p-value is below 0.05, indicating that the indirect association is statistically significant. Consequently, H8 is approved this finding means that leadership does not only affect performance directly; it also works through motivation. Leaders who provide direction, build trust, and recognize employee effort can strengthen work ethics, commitment, and resilience. These motivational conditions then support better employee performance. When leadership and motivation operate together, employees may produce higher-quality work, complete more tasks, and follow deadlines more consistently. Clear direction and internal motivation make employees more confident in carrying out their duties.

4.15. Capability, Motivation, and Performance at PD Market XYZ

The ninth hypothesis evaluates the indirect effect of capability on performance through motivation. Table 6 reports a path coefficient of -0.202, a T-statistic of 3.332, and a p-value of 0.001. Because the T-statistic is above 1.969 and the p-value is below 0.05, the indirect relationship is significant. Therefore, H9 is accepted, to strengthen this relationship, PD Market XYZ can develop a clearer reward and discipline system, involve employees in decisions, provide psychological and stress-management support, and offer regular training on products, services, and work systems. Technical and soft-skill development, job rotation, and change simulations may also help employees become more adaptive. These actions can improve performance because employees with better capability and stronger motivation tend to produce more accurate work, handle more tasks, and complete assignments on time. Capability gives employees the tools to work well, while motivation gives them the willingness to use those tools consistently.

4.16. Organizational Culture, Motivation, and Performance at PD Market XYZ

The tenth hypothesis analyzes the indirect effect of organizational culture on performance through motivation. The test produced a path coefficient of 0.099, a T-statistic of 3.012, and a p-value of 0.003. Because

the T-statistic is higher than 1.969 and the p-value is below 0.05, the indirect relationship is significant. These results show that organizational culture contributes to performance through motivation at PD Market XYZ, so H10 is accepted. In practice, PD Market XYZ can strengthen this pathway by establishing written codes of conduct, applying performance evaluation systems, introducing cultural orientation for new employees, creating peer-support mechanisms, embedding three to five core values in daily work, improving two-way communication, and designing tasks that require cross-unit cooperation.

5. MANAGERIAL IMPLICATIONS

This study provides several managerial implications for improving employee performance in traditional market organizations such as PD Market XYZ. First, management should strengthen leadership effectiveness by promoting a clear vision, integrity, and motivational capabilities to enhance employee engagement and productivity. Second, improving employee capability through continuous training and skill development programs is essential to ensure adaptability and work effectiveness in dynamic environments.

Third, fostering a strong organizational culture characterized by open communication, collaboration, and shared values can significantly enhance both motivation and performance. Additionally, motivation should be managed as a strategic factor by implementing fair reward systems, recognition programs, and supportive work environments.

From a policy perspective, local government stakeholders should support capacity-building initiatives and institutional development programs to improve the overall performance of PD Market organizations. These efforts will contribute to sustainable organizational performance and better service delivery in traditional market systems.

6. CONCLUSION

This study shows that leadership, capability, and organizational culture are important factors in improving employee performance at PD Market XYZ. Their effects appear both directly and indirectly through motivation. Clear leadership helps employees understand what must be achieved, capability enables employees to perform tasks properly, and organizational culture creates the shared values needed to support consistent work behavior.

Motivation functions as a connecting mechanism between organizational factors and employee performance. When employees are motivated, they are more likely to show commitment, enthusiasm, responsibility, and persistence. This condition helps improve work outcomes and shows that psychological factors should be considered alongside formal structure and managerial practice.

The study also provides practical implications for human-resource management in traditional market organizations. PD Market XYZ is encouraged to strengthen leadership practices, develop employee capability, and build a supportive organizational culture. These efforts can create a work environment that sustains motivation and performance over time and supports the broader success of the organization.

7. DECLARATIONS

7.1. About Authors

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7.2. Author Contributions

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7.3. Data Availability Statement

The data that support the findings of this study are available from the corresponding author upon request.

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7.5. Declaration of Conflicting Interest

The authors declare that they have no conflicts of interest, known competing financial interests, or personal relationships that could have influenced the work reported in this paper.

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